

# Nation's

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# Business

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## Summary of Progress on Trust Program

In response to the President's Trust Message of January 20, only one bill, that relating to the Interstate Trade Commission, has actually been introduced in Congress. Three tentative committee drafts, relative to additions to the Sherman Law, definitions under the Sherman Law, and interlocking directorates, have been put forth as bases of discussion only. On March 18, a fourth tentative draft, dealing with holding companies, was made public. No draft or bill has yet appeared relative to the control of railroad securities.

The bill creating an Interstate Trade Commission was the subject of hearings before the Interstate Trade Committee of the House from January 30 to February 16. It was then placed in the hands of a sub-committee for redrafting and was reintroduced on March 14, and ordered reported out of the Committee on March 16; but the report is yet delayed in order that it may be accompanied by printed explanatory matter. Consideration of the Interstate Trade Commission bill has been given in the Senate by the Committee on Interstate Commerce. It is now in the hands of a sub-committee. The indications are that the Senate will insist upon

broader powers for the Commission than those now provided by the bill introduced in the House.

On the three tentative drafts referred to above, there have been hearings before the House Committee on the Judiciary during February and March, and these still continue. It is understood that all three drafts are being redrawn, after conferences with the President. The Committee has indicated no date when revisions will be made public. It is possible that all three drafts may be brought into one bill. The Senate Committee on Interstate Commerce has also had these drafts before it, and has requested by mail criticisms and suggestions. The Committee has made public no conclusions of its own.

The Special Committee of the Chamber of Commerce, created subsequent to the Annual Meeting to consider all antitrust legislation introduced and projected, held sessions in Washington February 24 to 27. It will meet again in the near future to formulate its report, to be submitted to Referendum. The Interstate Trade Commission bill has received first consideration and will be the subject of the first report.

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G. GROSVENOR DAWE  
EDITOR

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**T**HE redrafted Interstate Trade Commission bill, referred to on page 1, was made public on March 16, and has been reprinted by this office and mailed to all members of the National Chamber for their information and comparison.

The bill in its present form removes from the Commission the power to investigate corporations upon the complaint of private persons. The Commission would exercise all the powers of investigation now possessed by the Bureau of Corporations, reaching therefore, all corporations engaged in Interstate Commerce except common carriers. Investigations can also be ordered undertaken by the executive and legislative branches of the Federal Government.

The provision in the first form of the bill about the publicity of information gathered by the Commission has been recast so as to leave the matter plainly in the discretion of the Commission. In the present form of the bill, annual reports must be furnished to the Commission by all corporations engaged in interstate commerce, having a capital of \$5,000,000 or over. It is important to understand, however, that this limitation according to capital leaves unlimited the jurisdiction to investigate.

JUST AT THE TIME OF GOING TO PRESS, THE TENTATIVE BILL RELATING TO HOLDING COMPANIES WAS MADE PUBLIC. THIS IMPORTANT MEASURE IS PRINTED IN FULL ON PAGE 15.

**T**HERE are three articles in this issue of THE NATION'S BUSINESS which indicate the helpful relationship between all the Departments of Government and business.

The Secretary of State shows, in his survey of the Consular service, the intimate manner in which the consuls become the forerunners of business development for American business men. It is proper to draw special attention to that portion of his article which indicates the almost trifling net cost which the Consular Service is to the Nation.

The Secretary of Labor, by means of his speech before the Second Annual Meeting of the National Chamber, now printed for the first time, shows the relationship of the new Department of Labor to industry and commerce. He outlines an endeavor

to render a constructive service to those portions of the national body that by reason of their intimate relation in production, run risk of serious misunderstanding when the question of dividing the results of that production come up for settlement. The place of the Department of Labor is defined by Secretary Wilson. He shows that the desire of his Department is to serve and his convictions are definite relative to the mutuality of interest which exists between the employer and the employee.

The Secretary of Commerce provides in his statement of the services rendered by his Department a clear picture of the Department in its touch with business enterprises. The attention of all manufacturers and the officials directing the activities of commercial organizations is particularly drawn to that portion of his speech which deals with the projected work of the Bureau of the Census for the year 1914. It will be seen that Secretary Redfield asks for assistance in evolving a list of questions to manufacturers that will be more prompt, exact and efficient in their results than has hitherto been, come from research into manufacturing conditions each five years.

As business in its essence is nothing but the record of interchange between those who need certain requisites and those who can supply them, these three statements by three leading figures in national affairs will serve to emphasize in the public mind the widespread character of business and its touch, at home with our entire population and abroad with the needs of the world.

**D**URING the past month all members received in printed form the Report of the Committee on Statistics and Standards relative to the problems of the Food Supply as related to Breadstuffs and kindred articles.

The Report combats as erroneous the impression that the population of this country is increasing faster than the food supply. It shows that comparisons of the first and last years of a decade may lead to unwarranted conclusions. It shows that in the decade from 1899 to 1909, the population in the United States increased 21%, while the yield of cereals in 1909 was on the whole only 1.7% greater than

in 1899. The report points out that 1909 was a poor year for corn, while other cereal yields in 1909 showed increases as follows: Buckwheat, 32%, rye 15%, edible beans 122%, rice 142%; but as corn was much the largest factor, it pulled down the whole statement of percentages so as to show only a small net increase. The report draws proper attention to the great development of sorghum grains throughout the West and Southwest, and then shows that if 1899 and 1912 are compared, corn, wheat, oats, and rye show greater percentages of increase than the increase of population.

The report then takes up the increasing acreage devoted to vegetables and to the growth of fruits and nuts, showing that, as all of these are human food, they are of vast importance in the study of the future of the Nation's food supply. The report also shows by a diagram that the ratio existing between grain exported and the total crop has shown very little variation, and scarcely any decline between 1900 and 1913.

The report in conclusion makes a number of optimistic statements as to the improving methods applied to the cultivation of lands in the United States, and ends with the following words:

"The steady broadening work of the Federal Department of Agriculture and the State Agricultural Colleges throughout the country give assurance that we may expect a steady increase in production per acre in the coming years. If, therefore, we survey the field in sober thought rather than the Cassandra-like spirit of prophecy, the outlook seems to be for a greater variety, increasing abundance, and a more reasonable price of food for the people."

**E**LSEWHERE in this issue appears a summary of correspondence received from the Pacific Coast relative to the anticipated increase of immigration through Pacific ports. The statements based upon this correspondence have interest for all portions of the United States since in a measure they touch upon the problems of utilizing undeveloped agricultural resources. One feature that should be earnestly considered everywhere is the suggestion at the end of the article relative to states getting behind the publicity campaign for immigrants.

Looking over the coming years, it is evident that the waste places of the earth are to be peopled. The enormous numerical increase of humanity means that places of productive possibility now vacant will at some time in the comparatively near future become peopled. Consequently the movement for selected immigration is, on the part of those now living, a method of frustrating racial antipathies and difficult social adjustments on the part of the children and the children's children.

Such a method has peculiar significance for all the Southern States of the Union, which up to the present time represent in their population the largest proportion of native-born people in any part of the United States. The vacant acres of the South are destined to be filled. Plans for selected immigration would be, on the part of the Southern States, an evidence of vision relative to the problems of the future as they will be affected by population. To talk of selected immigration is, however, one thing; to secure it is another, involving liberal appropriations, careful study of needs, careful approach to the regions from which immigration is desired and all of these activities so correlated as to work toward the national result aimed at.

**E**VERY commercial organization interested in the problems of planning should immediately add to its library the illustrated volume of more than 250 pages prepared by the City Planning Committee of the Erie, Pa., Chamber of Commerce and Board of Trade. The volume is so elaborate in its treatment of the subject and so adequately illustrated that the City Planning Committee has been obliged to place the price of \$1.25 on it.

The peculiar value of this volume consists in its complete study of city planning as related to Erie, and then the inclusion of much suggestive matter relative to city planning in this country and abroad, and some peculiarly effective results that have been secured. In addition there is a report on urban transportation facilities, on the development of commerce, and on the legal aspects of city planning.

The volume is divided into several chapters as related to Erie, each dealing separately with the following topics: 1, Streets; 2, Railroads; 3, Water Front; 4, Buildings; 5, Open Spaces; 6, The Indispensableness of City Planning.

The report has many appendices and twelve plans and sketches relative to various features of improvement. These sketches will probably prove of most suggestive value to other communities. A feature of the report is the reprinting of the summons to civic service which was made about a year ago by the Committee on City Planning of the Boston Chamber of Commerce.

**I**N this issue occur two statements that while appearing in different parts of the paper, should as a matter of fact, be read and considered together. The statements made by Mr. John T. Lenfestey relative to the inadequacy of our diplomatic and consular housing in South America should be read in connection with the statements by the Secretary of State relative to the inexpensiveness of the consular service and the efficient aid which this service gives to the business forces of the Nation. The two statements taken together should give added strength to the advocacy of better diplomatic and consular housing. The efficiency of our consular service has made great gains under the reorganization of 1906. That efficiency will continue; but our men are from time to time subjected to humiliation by contrast with the equipment and facilities given to consulates of much smaller nations. The statement by Mr. Lenfestey relative to the renting of our embassy in Rio over the head of our Ambassador is humiliating.

**T**HE Bureau of Foreign and Domestic Commerce has completed the Trade Directory of South America, announced in earlier issues of THE NATION'S BUSINESS, and in the General Bulletin. Some of the information included was most difficult to secure and is rendered available to the business men of the United States for the first time. The volume, which forms part of the larger scheme of a World's Trade Directory, will have immediate value to Manufacturers and Exporters. It can be secured from the Superintendent of Documents for \$1.00.

**ANNOUNCEMENTS:**—The Board of Directors will meet in Washington April 7, 8, and 9. The Special Committee on Trust Referendum, whose personnel is detailed on page 9, will meet in Washington March 30 and 31.



# Secretary Bryan on the Consular Service

The Secretary of State in the following statement prepared for The Nation's Business, outlines very distinctly the extraordinary range of duties pertaining to the consul, the close touch which many of these have with business interests, and the startling economy of the service. It is shown that the consul serves the Departments of State, of Labor, of Agriculture, of the Interior, as well as the Treasury, Post Office and Navy Departments. It is clearly indicated that the consul, amid a bewildering scope of duties, is a most valued commercial envoy of the Nation. The statement as a whole gives a clear impression of efficient service.

**C**OMPARATIVELY few American citizens know what our consular service really stands for. Many persons confuse the diplomatic and consular branches of our foreign service. The manufacturer whose efforts are devoted to the home market wishes to know how he can profit through the use of our consuls abroad; the private citizen wishes to know why this Government maintains foreign representatives; the economist inquires regarding the cost of maintaining the consular service and what concrete benefits are derived therefrom. To these and other inquirers a brief review of the origin, scope and present activities of the American Consular Service may serve to clear much of the present misunderstanding.

For more than a century following the first organization act of 1792 the consular service remained in a very imperfect state. Successive amendments and reorganizations effected but little real progress.

The consular service, as now organized, dates from 1906. It embraces some 300 consulates and 233 consular agencies administered by nearly 900 consular officers, principal and subordinate. The merit system of appointment and promotion has since prevailed, and during the past eight years the American Consular Service has made more rapid strides than during the whole of its previous existence.

## THE SCOPE OF SERVICE

It is surprising to learn that many of our citizens are unaware of the existence of a consular service which reaches to the four corners of the world. Others seem to believe that consuls are maintained in foreign countries for the express purpose of entertaining traveling Americans and to perform the combined duties of a tourist agent and social secretary. Many of the business men of this country are convinced that consuls are the commercial representatives of the United States, and that their duties consist solely in the protection and promotion of our foreign trade. Indeed, with the preeminent position now given to their commercial work, it is easy to lose sight of the other duties of our consular officers abroad.

A review of the functions of the consular service as now organized indicates that there is no branch of the government service, at home or abroad, which renders services so diversified and comprehensive as those demanded of our consuls. The ramifications of the service are so numerous and its connections with the several executive departments and commissions are so intimate that an enumeration of the prescribed duties of consular officers would grow to startling dimensions. Cooperation is accomplished by the Department of State which directs the activities of the consular service.

From Australia to Sweden come thousands of consular reports and replies to inquiries covering an amazing range of about 5,000 subjects embracing almost every conceivable topic from the abaca to the zulla plant. These reports and letters are forwarded by the State Department to the various interested departments, and

commissions and to private citizens. Commercial matters constitute a large part of these consular reports, and the information contained therein is published and disseminated by the Department of Commerce through the medium of the Daily Consular and Trade Reports, especial publications, and confidential circulars.

## RELATION TO OTHER DEPARTMENTS.

Although commercial reporting is one of the most important and valuable functions of consuls, there are many other duties which do not come to the attention of the general public but which are also of vital importance.

Consuls are directed to ascertain and report to the Treasury Department the correct values of foreign merchandise imported into this country. These values are set forth in consular invoices which are required for all shipments exceeding one hundred dollars in value. Undervaluations by shippers frequently result in a great loss of revenue to this country, and when it is remembered that most of our governmental revenue is derived from import duties levied on foreign merchandise, much of which is subject to an ad valorem rate of duty, the work of our consuls in detecting and reporting undervaluations will be appreciated. In one instance a few years ago the activity of the consul resulted in the recovery of nearly half a million dollars of customs duties owing to this government on account of undervalued textiles which had been imported during a period of several years. In another instance the sum of \$150,000 was recovered through the shrewdness of our consul in a small European country.

Consuls are instructed to safeguard

the public health by watching and reporting the prevalence of diseases in foreign countries, by the issuance of bills of health to vessels bound for American ports, and by regular reports on the sanitary conditions in their respective districts. These are some of the services for the Treasury Department.

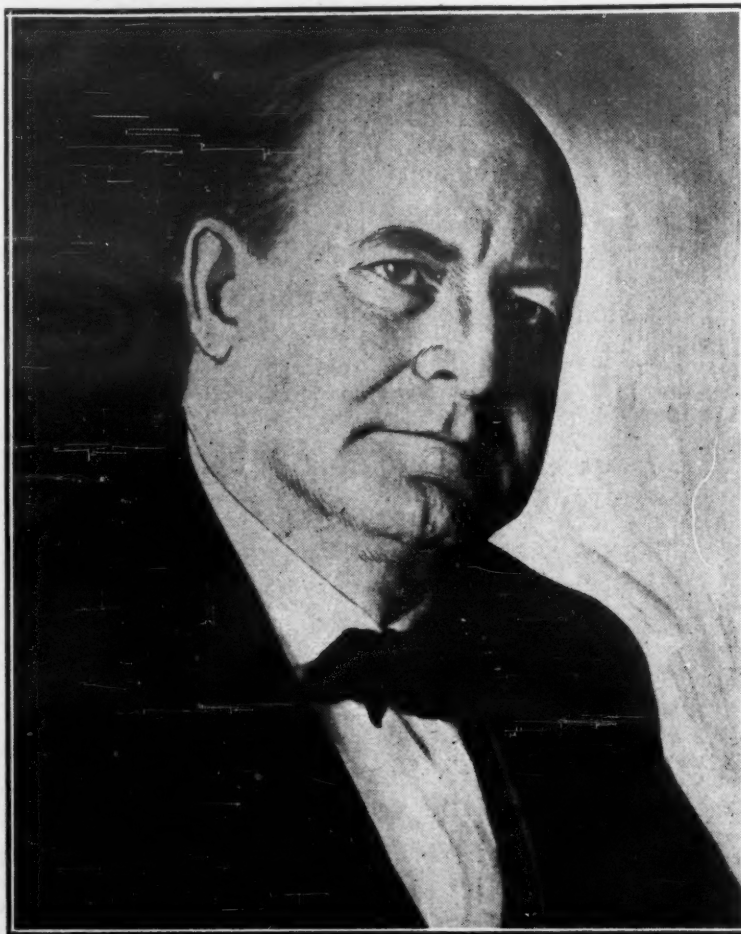
For the Department of Agriculture consuls transmit reports on a great range of subjects embracing crop reports, plant and insect pests, dry farming methods abroad, irrigation projects, pure food legislation, forestry and allied subjects. Much valuable assistance is rendered by the introduction of foreign plants which can profitably be cultivated in this country as well as by a comparative study of agricultural methods in foreign countries.

For the Department of Labor come reports on immigration, labor conditions, wages paid in various industries, unemployment and its causes, old age pension systems, and many kindred subjects.

For the Post Office Department consuls transmit reports on foreign postal conventions and regulations, and parcels post.

For the Department of the Interior consuls perform indispensable services in connection with pensions paid to Americans residing in foreign countries; applications for pensions and patents; and they report on such matters as education, mines and mining, reclamation projects, and conservation of natural resources.

For the Navy Department the consular service furnishes accurate information regarding rivers and harbors, lighthouses, wireless telegraph stations, and they collect data for the hydrographic charts issued by that department.



HON. WM. JENNINGS BRYAN, SECRETARY OF STATE

## SERVICES TO DEPARTMENT OF STATE

This bewildering scope of duties, naturally more extensive for some departments than for others, extends to every branch of the government and likewise to private individuals. Consuls are called upon to assist in locating lost relatives and escaped criminals; to settle the estates of American citizens dying abroad; to investigate inheritances; to render notarial and other legal services for which fees are collected; to supervise the shipping and discharge of American seamen; to relieve destitute seamen; to protect American interests from discrimination, and, in general, to safeguard and promote all American interests abroad. The consular service, therefore, constitutes what may be termed the legal-commercial branch of our foreign service as distinguished from the diplomatic service which performs services of an entirely different character in most instances but which often have the same object in view—the improvement of our foreign relations.

## COMMERCIAL REPORTING

The usefulness of a consul presupposes, first, an accurate knowledge of American industries, resources and general conditions, and, second, an intimate acquaintance with the general conditions, resources, people and language in his district. In recent years economic conditions in the United States have caused more emphasis to be placed upon the commercial work of consuls than upon any other feature of their many activities. Their reports are intended to be a faithful reflex of the actual existing conditions in foreign fields. The main object in view is the supplying of accurate information for the benefit of the producers, manufacturers, and shippers of the United States in the general expansion of our commerce, and especially in the opening of new markets in foreign lands to American industries, enterprises and inventive skill.

## SPECIAL DUTIES IN CERTAIN COUNTRIES

In the non-Christian countries, such as China and Turkey, consuls are empowered to exercise extra-territorial functions and are invested with judicial authority as regards American citizens and property. In some countries and under certain conditions the commercial duties of consuls occupy a very inferior position. In Mexico at present our consuls are, in effect, exercising functions of a diplomatic character of vital importance in our foreign relations. Under normal conditions the work of our consuls in Mexico would be largely commercial. Similar conditions have at times prevailed in Northern Africa, China and Central America.

## RELATION TO MANUFACTURER

The average manufacturer who contemplates entering the foreign field with his products will ask: "How can I be benefited by the consular service?" Consuls are the forerunners of our foreign trade. They can not create trade nor actually sell our products (Continued on page 6.)

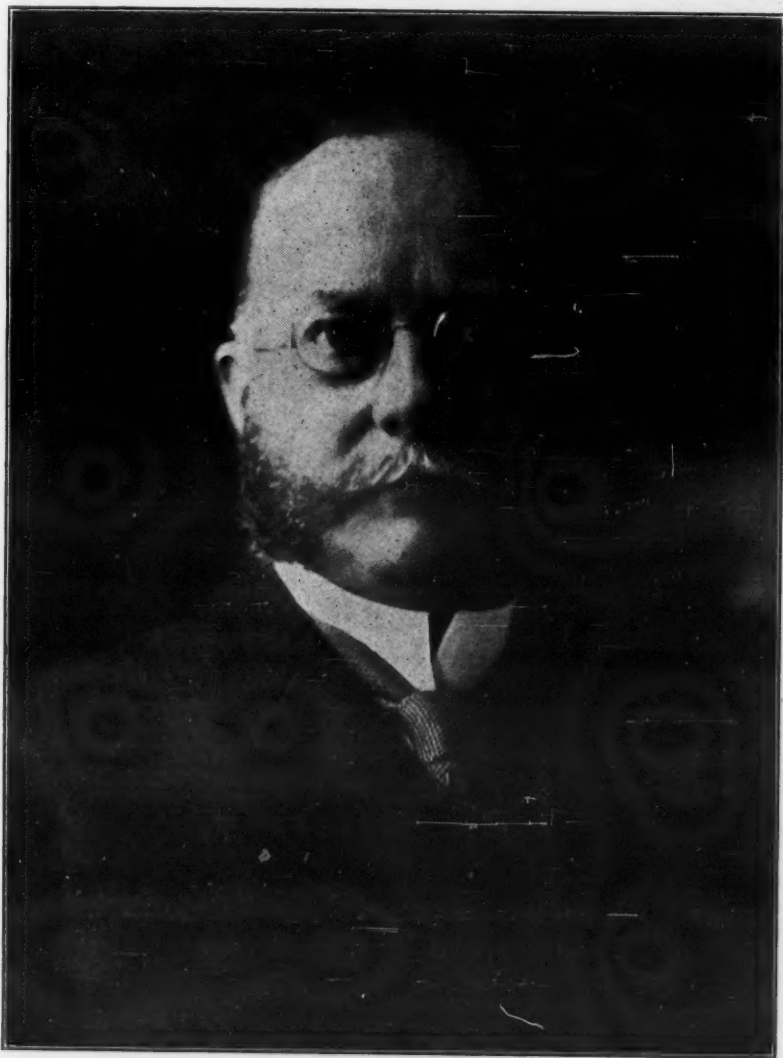


# Business Services of the Department of Commerce

By Hon. William C. Redfield, Secretary of Commerce

During the progress of the Second Annual Meeting of the National Chamber, Secretary Redfield made a careful statement relative to the work of the Department of Commerce and the extension of the scope of the Bureau of Foreign and Domestic Commerce. It is incumbent upon our members to aid in securing the needed increases in appropriations, quite modest in amount; a favorable Referendum having been taken.

THE Department of Commerce is doubly obligated to the Chamber of Commerce of the United States. The first obligation was caused when your Committee on Commerce co-operated so ably and so fully with me in the reorganization of the great Bureau of Foreign and Domestic Commerce for our Department. I have not forgotten the unselfishness with which gentlemen from distant cities journeyed more than once to Washington for the purpose of co-operating and advising. I acknowledge thankfully that the measures which are now pending before Congress for the enlargement of the work of this great Bureau are in no small degree due to the wisdom and counsel of your Committee. In the second place you have put the Department under obligation, and not the Department only, but the nation, I believe, in the frank and open discussion of great public themes that has taken place here today. No one could listen to the addresses that have been given here, with a mind at all open to truth and disposed candidly to deal with these great questions, without learning much, and again and again there came to me, as I listened to the speakers this morning, the wise words of a Dutch merchant printed on a card that he gave me and which hangs on the door of my private den—"Every man I meet is my master in some point, and in these I learn of him."



HON. WILLIAM C. REDFIELD, SECRETARY OF COMMERCE

As I look from one end to the other of this room tonight, there are all sorts of personal memories that come to me. I have been in some of the factories and the great mercantile establishments that you represent. To the parents of some of you I sold goods when a young salesman. I remember very vividly some such occasions, as I see you this evening. I remember others of you as wise counselors and warm friends in the years that have gone by, and now, because of such old associations, and because for many years the life of commerce and the life of the factory and the shop have been far more familiar to me than the public forum, I want to speak first very frankly of the spirit that lies behind the work of the Department of Commerce today.

THE DEPARTMENT'S MOTTO:—There is a public man in Washington who has from time to time been criticized in the press because of an alleged desire to force his own way and his own will and his own ambition regardless almost of others. That man one day when in a very earnest discussion with others said, "Gentlemen, there is one thing I wish you to know. I am here to serve." That motto is written within the hearts of the officers of the Department of Commerce. We have no other excuse for doing our work. The service that we

must render, if we can, is rendered in a spirit of confidence in American business honor and in sympathy with all that is best and finest in American business practice. Nay, more, our work rests with even greater confidence upon the power of American business men than they have sometimes had in their own power. It was my pleasure in one of our great manufacturing cities to say to the assembled manufacturers of that center that even though they had been taught unbelief in themselves, I still believed in them. I still do. I believe in the power of American manufacturers and American merchants to carry American products throughout the globe in competition with anybody.

So far from this being the hour of depression, I look to the open gates of our great seaports and the outward cargoes that are going thence. I look to them because in the last month for which we have records 55 per cent of all our exports were manufactures, and of the 55 per cent more than half were fully finished manufactures in which the combined brains of American capital and leadership met with the largest percentage of American labor.

FIVE MILLION A DAY:—It makes me happy to know that every day on which we work together about \$5,000,000 in value of American manufactured goods go out into the markets of the world, and that it is increasing steadily, constantly, regularly. It pleases me deeply as a citizen to know that our manufactured products exceed fifteen hundred million dollars a year in our sales to the world abroad, and I rejoice with what I hope is patriotic pride in the advice that comes to me that we have recently taken second place in South Africa, where everything apparently should be against us. Therefore, it is without doubt that we are going forward. How else should we have ventured to ask from Congress double the appropriations for this great Bureau, which we hope to make the head of our Department, if we had lacked confidence in you? What folly would it have been to attempt to do on a larger scale that which we believe could not be done? But because we believed in you and in your power, and because we know that that belief is based upon facts of daily occurrence, we are content to go forward cheerfully, willingly, and trustingly in the power and ability of American manufacturers to meet the world in the peaceful combat of commerce.

## THE DEPARTMENT WORK FOR A YEAR

It seems to me fitting on the occasion of this gathering of business men, at a time which almost completes the first year of my work as Secretary of Commerce, to place before you in a brief and informal way something of the work which has occupied that year. Your Chamber of Commerce has been closely in touch with one of the most important phases of our activity, the reorganization of the Bureau of Foreign and Domestic Commerce, with the details of which you are quite familiar. The extension of this important work which you have already approved is now pending before the Committees of Congress and we hope for its enactment into law. It will mean immediately upon the opening of the next fiscal year, in July, an enlargement of the work of developing of our foreign commerce and through it our domestic trade to a scale which has never before been known. It will for the first time put the country in possession of an adequate, even though small, force in the foreign field, and permit us to convey to our manufacturers and merchants at first hand the knowledge they greatly need to assist them in extending their operations into the world's markets. Furthermore, it will, we hope, permit the extension of the very economical and efficient offices of the Bureau into other cities than the four in which they now exist. We have had calls from St. Louis, Seattle, Atlanta and Detroit, for offices and we hope to establish them in these and other cities as soon as our funds and force make it possible to do so. Part of this work will be the extension of the inquiries into the relative cost of production of different articles at home and abroad. I presume most of you are aware from what has been said or published what these offices mean. It is their purpose to bring the consular force in immediate touch with the manufacturers and merchants of the country, and not only so, but to bring the commercial attaches, if they shall be created, and the commercial agents whom we already have, into direct touch also with the business world. There has been good work done in the past in this direction, but insufficient for lack of funds. Now we hope, if funds sufficient are given us, to make the consular force a real factor in your own thought. That is done in a variety of ways. If you will file your names as interested in any foreign country or in any subject with the Bureau of Foreign and Domestic Commerce, when the consul comes from that country, or the commercial agent comes, who has studied that subject, you will be advised that that commercial agent or that consul may be seen at one of these branch offices, the nearest to you, on such a day. There you will find that the consul or the agent is a human being, not just a name. He will find, perhaps, that there are things you need to know about which he has never thought to inquire. He will learn from you, and you will learn from him. We thus hope to create a force abroad and to utilize it at home in such a way that it shall come into your very



offices. This is not strange in the mercantile and manufacturing world. The commercial traveler is quite familiar to all of you. I have been one myself. However, I think it is the first time that upon any systematic plan men who have traveled abroad, or who have resided there, shall be brought directly, habitually and systematically into touch with the business world at home.

**RELATIVE COST INQUIRIES:**—Part of the work which we hope also to enlarge is that of extending the inquiries into the relative costs of production of different articles at home and abroad. This work is already progressing in two industries, namely, the pottery industry and the clothing industry. The former inquiry has advanced sufficiently to make it probable that we may submit a preliminary report to Congress at the present session. The final report must be delayed a while longer. The field work in this country is substantially done. That in Europe is well begun. It is gratifying to be able to say that this inquiry is proceeding at a much less cost than the corresponding work of the Tariff Board so far as it is possible to draw a parallel. This is in large part because no additional overhead organization was required for this inquiry, the efficient staff, already existing, of the Bureau of Foreign and Domestic Commerce being quite competent for supervising this branch of its service. Work of this character is necessarily of somewhat slow development because of the difficulty in obtaining the trained staff that is requisite for it. Many men believe themselves fit to investigate but many again of these may find it more difficult far than they imagined it to be, and drop by the wayside. This portion of our work, however, has already received such full discussion that it is better to pass to others not so well known.

**BUREAU OF FISHERIES:**—The work of the Bureau of Fisheries covers a very important portion of our commerce, dealing especially with our food supply. The year has been noteworthy of three special things:

1. The discovery of an immense supply of edible scallops on our Atlantic coast, extending from Montauk Point to the Capes of Virginia, and providing a far larger source for obtaining this greatly desired food than has ever heretofore been available.

2. The beginning of the thorough survey of the fishing banks in the Pacific Ocean off the shores of Oregon and Washington, which it is expected will bring these into service as a source of food supply comparable with the banks on our Atlantic shores from which for over a century so much food has been obtained.

3. The placing of our Alaska fisheries under adequate supervision and maintenance. The supervision of the Alaska fisheries has been more farcical than real. Four men were expected to cover many thousands of miles of coast and to do this without any means of transportation. They have been and are now obliged to depend upon the people they inspect for the means of transit to perform the inspection. In our estimate pending before Congress are requests for a number of small vessels to fill this need and for an added force to do the work. We are also planning the establishment of an experimental laboratory upon the Pacific coast where there is none—there are two upon the Atlantic—the result of which will be such study of fish life as would give us a more intelligent knowledge of how to proceed further with its conservation and cultivation.

The Bureau of Fisheries is about to open an office in Seattle with a competent official in charge who will be constantly in close touch with the great fishing interests and the fish hatcheries of the northwest and of Alaska, and this entire service will be put under the immediate care in Washington of the Deputy Commissioners of Fisheries, who will visit Alaska soon for the purpose of making himself familiar with the requirements of the work. I hope myself at no very distant date to make a personal examination of this entire territory, including the seal islands in the Behring Sea.

#### ALASKAN COAST SURVEYS

It is a fine thing to have Alaska developed by a great government railroad, and I earnestly hope that such a railroad may soon be put into operation. It cannot, however, be put into usefulness until the shores of Alaska are safe for navigation, and this means much painstaking work on the part of the Coast and Geodetic Survey and the Lighthouse Service. There have been serious wrecks in Alaskan waters arising from the lack of aids to navigation and lack of surveys. We are therefore asking Congress in our estimates for a number of vessels for the coast survey, and for one large vessel for the Bureau of Lighthouses, together with an additional allowance for aid to navigation in the latter service, all of which are needed at once if that coast is to continue to develop with due regard for the safety of human life and property. It is hard to place too much weight upon the need for these particular extensions of our service. They bear directly and powerfully upon the development of Alaska, which we can only reach direct from our own territories by water. Much of its coast remains unsurveyed; much of it remains still unguarded by lights, buoys and other navigation aids, and this must be done with some approach to completeness before that great territory can be developed as it should be. In this connection I am sure it will be a surprise to learn that the sea-going lighthouse tenders are without wireless telegraph apparatus. There are no vessels on which this equipment is more needed. Alone of all our fleets, these ships have the duty of going into the dangerous places and marking them. In case of disaster no one is more competent, from his peculiar knowledge, to render assistance than the captain of the lighthouse tender, and the equipment of these powerful ships is such that they can be of special value in time of need. It is to my mind a surprising omission that the wireless apparatus should so long have been left off these useful ships. We are asking Congress for funds to equip several of them each year till all are done.

**PACIFIC SHIPPING:**—In connection with the improvement of the Steamboat Inspection Service we have asked for the establishment of

a supervising inspector at Seattle. At present the only supervising inspector in this service is located at San Francisco and has under his general oversight the entire coast of our continental Pacific shores, the coast of Alaska and that of Hawaii also. It is impossible that the supervision over so vast an area by one man should be effective. We do not provide for it in our lighthouse service in that way. We have three inspectors of lighthouses where only one is provided for steamboats. We think it of great importance to the commercial interests of the Pacific that this additional supervising inspector's office should be created.

**SAFETY AT SEA:**—The chiefs of the Steamboat Inspection Service and of the Bureau of Navigation have served during the past year as members of the American delegation to the International Conference in London on Safety of Life at Sea. The entire American delegation at this Conference was one of exceptional power and experience and their views were widely influential in determining the results of that conference. It is my earnest hope that the Senate will approve the convention which I regard as one of the great steps forward of the past year for humanity.

#### THE BUSINESS MAN AND THE CENSUS

Of special interest to this body of business men is the work of the Bureau of the Census, and in one particular feature. Under existing law that Bureau is required to take a census of manufactures every fifth year. The last covered the year 1900. The next will include the present year, 1914. The Director of the Census is endeavoring to secure the co-operation of manufacturers in order to so collect statistics as to make them of the greatest interest and value to our industrial and commercial world. He is striving also to organize the work so that the data may be compiled and published much earlier than heretofore. The preliminary totals for the census of manufacturers of 1909 were not published till October 6, 1911, and the final report was not printed till the last of December, 1913, four years after the end of the year which the census covered. It has heretofore required a year or eighteen months to canvass the whole United States and to collect reports from all manufacturing establishments covering a year's operations. This delay, with its increasing cost, has been largely due to indifference on the part of manufacturers. The majority of establishments neglected to make the census reports in response to requests by mail and paid little attention to repeated requests from the Director. It was therefore necessary, at large loss of time and money, to send personal representatives to collect the facts. This year the Director of the Census has conferred with chambers of commerce, boards of trade and associations of manufacturers in the leading eastern cities, and this spring he will hold similar conferences with like organizations in the principal cities in the central west. His purpose in doing this is to put the work of the Census on a more practical basis than heretofore, to obtain a free expression of opinion from manufacturers and others interested in the industrial growth of the country as to the character of inquiry that should be incorporated in the schedules and the best methods to use in collecting, compiling and publishing them. This is a new attitude. Heretofore schedules have been devised by students of statistics and economics without practical experience in manufacturing. Now we hope to learn what the manufacturing world itself desires. Valuable suggestions have already come from the inquiries thus far made, and the Bureau believes confidently that if manufacturers generally will co-operate, it will be able to take at reduced costs a census of our industries that will include statistics of great value, and that the report may be completed at a much earlier date than heretofore. I mention this with some detail because I have in so doing the special request to make of this body that it formally communicate with the associations that compose it and advise them of this forthcoming census of manufactures and that it request them in their turn to notify their members to give special heed to the census schedules when they shall arrive, and to submit also, if they wish, suggestions as soon as practicable as to such changes or improvements in this census of manufactures as they may desire incorporated therein.

In the Census Bureau and, I hope, throughout the Department, the day of delay is, I trust, over, and the day of action has come.

#### BUREAU OF NAVIGATION, STANDARDS, AND CORPORATIONS.

The year has been noted in the Bureau of Navigation by the enforcement more fully than ever before of the laws affecting the equipment of small vessels and the navigation of our inland and coast waters. The little inspection vessel of the Bureau, the U. S. motor vessel "Tarragon," has covered the coast from Long Island Sound to Key West, and has made her presence felt in the firm but kindly enforcement of the law, which has added greatly to the safety of navigation on the waters named. I wonder if it is realized how necessary that work is. On the afternoon of the 3rd of July I sent a telegram out to every steamboat inspection office in the country that the local inspectors would be held personally accountable for overcrowding upon steamboats on the 4th of July. They worked overtime the next day. In one of our western cities 5,000 people were turned away from the steamboat. In one of our eastern cities 1,500 people were turned away. There was no doubt whatever in my mind that they would have gone aboard except for the sharp attention being called to the importance of enforcing the law. A vessel was found in one of our largest harbors with about five times the number of passengers that she was allowed by law to carry at that season, and strenuous efforts were made to prevent the collection of the fine of \$500 which was imposed, but which was not remitted. Constant watchfulness on the part of every man is necessary in order to prevent serious loss of life from these causes, and as I like to mention cases of efficiency, whether in manufacturing or public life, I venture here to speak of an act of one of our officers, done of his own motion and without our knowledge, in connection with the disaster of the Monroe when the Nantucket ran into her a few days ago. This



officer, on duty at Norfolk, Virginia, was alone. His chief officer was in Washington on duty temporarily. His associate was sick at home. He had all sorts of opportunities for excuses. He might have said that he could not leave the office, for example. That accident happened at one or two o'clock in the morning. Before the Nantucket had made her way into the Capes of Virginia that one officer was aboard of her, having gone out with a tug for that purpose. Before she reached the shore he had taken under oath the depositions of the captains of both vessels and of thirteen other persons. It was all done, as I say, without special instructions, and simply out of his spirit to do the work well.

**STORY OF HEROISM:**—Now at the risk of taking a little time that possibly I ought not to use, I must tell you one story, because it is so fine a story that it ought to be told. As these things come over the desk sometimes one is apt to lose the beauty of them. We have in our Department now the entire wireless service. The steamship State of California struck a hitherto uncharted rock on the Alaska coast and sank in five or six minutes, taking down with her a large number of persons. The young wireless operator, a young fellow of twenty-five named Donald Perkins, was off duty and could have gone on board the lifeboats that were being launched and which saved a few. Instead, he went back to the wireless house, sent off to the lifeboats his younger subordinate, sat down in his place and commenced sending out the call for help. The captain went down with the ship on the bridge, but was rescued by a boat. He said that the last thing he heard as the water closed over his head was a call for help coming out from the wireless apparatus. One of the finest things I know of is this young American boy of twenty-five, off duty, going back to the post of danger, and sending his younger subordinate to safety and quietly taking his place. It is a beautiful story. It makes me proud of the humanity to which I belong.

In the Bureau of Standards, which forms one of the most important phases of our work and which should be visited by all who desire to learn how important its services are in the fundamental facts that underlie all our industries, there has been one special development during the year. There has been almost forced upon us by the requests of cities and States all over the land inquiry into the fundamental factors that underlie the operations of public utilities companies. An effort is being made to determine the standards of operation for such companies in order that public service commissions and other bodies which aim to regulate the public utilities shall have at their disposal for the first time definite standards of operation by means of which they can regulate the public service with the same accurate knowledge of the facts as is had by the public service utility companies themselves. As things now are the companies as a rule are much better informed on the technical facts concerned in their operation than are the cities and States. No small city can possibly determine the facts for itself merely for lack of funds and equipment with which to do it. If we are permitted by Congress to proceed with the work already auspiciously begun, there are few phases of activity that will be more useful to our people than this. It will do away with the long vexatious disputes which have ended sometimes in doing injustice to the city and sometimes in doing injustice to the company. These matters have aroused passion and they have brought about costly litigation. Much of this condition has arisen from lack of knowledge of the facts involved, and it is to determine these facts and to establish standards from these facts thus determined that we have asked Congress for funds to continue this very important service.

The Bureau of Corporations has been engaged in two inquiries of special importance. One is the determination as to the economic efficiency of the trust which has already been mentioned today. The other is the inquiry into the economic facts that underlie the fixing of retail prices. It is possible that the near future may see the transformation of this Bureau into an Interstate Trade Commission, in which case the work which it has already done in these important directions will be of especial value.

#### CHANGED INDUSTRIAL CONDITIONS

Now, ladies and gentlemen, in closing this very brief and hasty

review of the work of the Department I want to speak very frankly to you of something that we feel very keenly. If you will look into your factories and into your offices, you will find that they are not what they were ten years ago. You would not feel that you could operate, either shop or office, in the way you did ten years past. That, you say, is out of date. Your thought and your methods have progressed in those ten years and that time back you now regard as ancient history. The thought of other men has progressed during those ten years as much as your own. If I will not use the lathe or the planer of ten years back because I can get a better one, why should I expect that the workman at that lathe should not himself have progressed in that same period? If my idea of efficiency and service has grown in that period, why should not his have grown also? It seems to me sometimes as if the business world forgets that all the nation is progressing as well as itself; that the man in the shop and the man in the office has today naturally and properly more advanced ideals than he had ten years ago, and that for you and me, if we are wise, it is a duty and a privilege to adjust ourselves to the advanced standards for the man just as truly as we adjust ourselves to the advance in the machines. You and I think it normal and appropriate to associate ourselves in great corporations and to deal as corporate bodies by means of representatives of those who take no active part in the business. Why then do we object to the other men organizing themselves into bodies and dealing with us through representatives whom they choose? We may not assert the right to corporate activity and deny the right of union labor to associate itself as it will. Nor can I assert the right to send into your office or shop my representative to deal with you and deny the right of the union to send to my office a representative to deal with me. We have got to readjust some of our ideas, and one of them is this, that the so-called owners of a business are the sole parties in interest therein. They are not. That day has passed not to return. There are three parties in interest in your business and in mine; three whom we must consider: the so-called owners, the men whom they employ, and the public whom they serve. Every one of these is affected truly by the way in which that business is operated. We may not, you and I, so run it for the benefit of ourselves and of our workmen that it will injure the public at large. We may not run it for our own benefit so that it will injure the working men and the public. Our obligation lies in service to them all.

There is, furthermore, this one thing to be said; that we may not, you and I, even in our unconscious thought, in our subliminal selves, think that we are the world; that business is our life. Business is a means whereby we live. It is not our life. Business is the means whereby our workmen live. It is not their life. The heart and the thought of the vast majority of men in this country revolt at the idea of any man or mass of men so being confined to work that they have left neither power nor privilege of enjoyment, but only the need for rest. It is vastly more important to this nation, gentlemen, that the workman in our mills and mines should have finer and sweeter conditions of life and more rest and less fatigue than it is that the so-called business class should add to its business or dividends. We might as well face frankly the fact that when the gates shut between our office and our shop the men within that shop are quite as much worth while to the nation at large as we are in the office. We might just as well realize that the men who fill the important places in our great cities and control our great affairs are no more worth while as citizens to this nation than the miners in the shaft. This is not a people for a part of its people. This is a people for the whole of its people, and we must rid ourselves in thought and action of that which separates us from the deepest sympathy and the strongest uplift for him who toils. We may no longer speak of them as a thing apart. That day has passed. They will not permit it; we can not permit it. The men who toil in this nation are no longer something that we employ solely in our own behalf, even unconsciously so. They are our fellow servants. Let us see to it that we in the office serve as sincerely and truly in due proportion to the compensation we receive as they do in their more modest sphere.

(Continued from page 3.)  
abroad, but they can and do give the American manufacturer valuable and concrete facts by stating whether or not a market exists for his product; what competition must be met; the average wholesale or retail prices of the commodity in question; what customs duties and surcharges are leviable; how to pack and mark the shipments; the best transportation routes; local tastes and prejudices; banking facilities; usual credit terms; and transmit therewith a reliable list of possible purchasers or agents. In other words, the consul points out the proper methods of trade extension; he reports existing foreign trade opportunities, contemplated construction work, and indicates local requirements that can be ascertained in no other way with such economy and accuracy.

#### COST OF MAINTENANCE

The economist, the legislator, and student of government affairs will ask what these services cost the tax payers of the United States. Without regard

to the vast revenues saved to our Treasury through the efforts of our consuls in checking the undervaluation of imported goods; without regard to the hundreds of thousands of dollars in increased foreign trade directly or indirectly brought about through the medium of the consular service; without regard to the protection of the lives and property of American citizens abroad, the cost of maintaining the American Consular Service for the fiscal year ended June 30, 1913, was as follows:

Expended for the maintenance of the consular service .....	\$1,972,604.39
Less fees collected in foreign countries by consular officers and deposited in the United States Treasury .....	\$1,852,535.99
Net cost of the American Consular Service.	\$120,068.40

In other words, more than nine-tenths the cost of maintenance of some 300 consulates and 233 consular agencies and including the

salaries paid to nearly 900 consular officers, principal and subordinate, is collected back in fees, thus making the Consular Service almost self-supporting.

#### ITS JUSTIFICATION

There is no branch of our government which renders such efficient services and material assistance at such low cost of maintenance and is at the same time so intimately related with the prosperity of our industrial existence. From both a political and economic standpoint, the reasons for the maintenance and enlargement of an efficient consular service are sound and sane. From a commercial viewpoint the investment speaks for itself.

There is no greater guarantee of peace between strong nations than a healthy, growing commerce founded upon friendship, confidence, and mutual requirements, and the concrete results obtained during the past decade have proven that there is no better way of fostering a prosperous foreign trade than by the maintenance of an efficient

consular service adequately supported and ably administered. The strongest plea yet offered for more adequate facilities at consular posts is the fact that the efficient service now being rendered by our forerunners of foreign trade have been recognized and attested to by the progressive commercial interests of this country, and our service has been deemed worthy of emulation in certain foreign countries.

#### Consular and Trade Reports

The Daily Consular and Trade Reports, issued by the Bureau of Foreign and Domestic Commerce are of the highest value. The demand for them has for some time exceeded the edition authorized by law.

The Superintendent of Documents is now authorized to receive subscriptions at \$2.50 a year for the separate numbers, mailed daily. For the quarterly edition, issued bound and elaborately indexed, the yearly subscription price will be \$6.



# The Department of Labor in Business Mediation

By Hon. William B. Wilson, Secretary of Labor

The Second Annual Meeting listened with close attention to an incisive, extemporaneous speech delivered by the Secretary of Labor with the general topic, "Relation of the Department of Labor to Industries and Commerce." The expected service of the Department in disputes and the general opposition of the Secretary to compulsory arbitration were two very important features of this address.

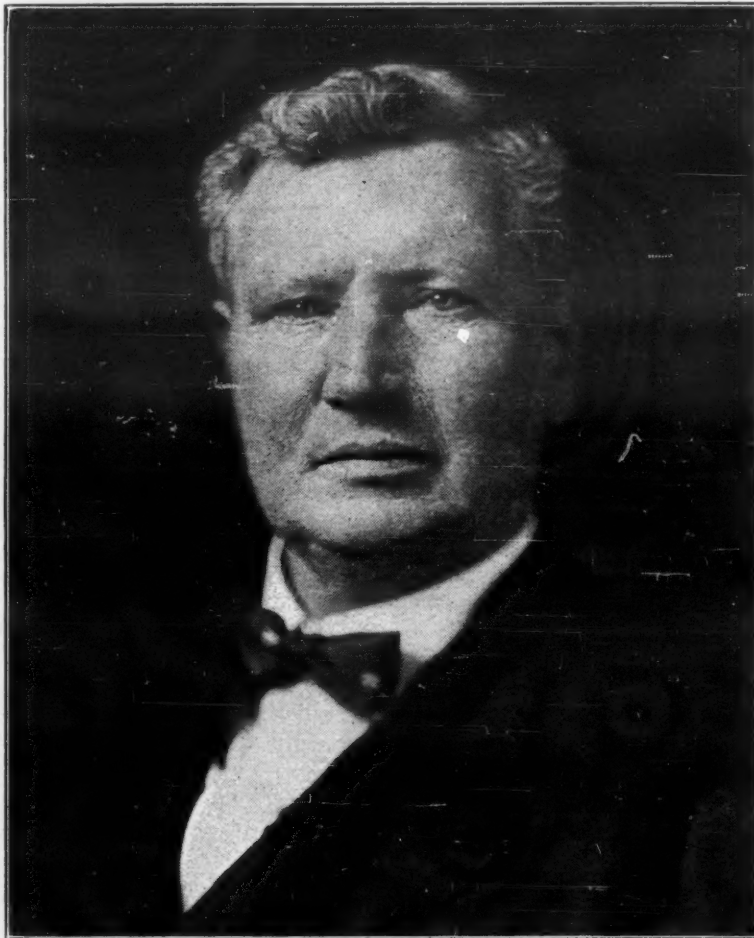
I ALMOST feel that I am intruding upon the bailiwick and jurisdiction of my good friend, the Secretary of Commerce, when I undertake to speak to this body, but there are so many points at which the Department of Commerce and the Department of Labor touch elbows, and, to some extent, overlap, and there are so many points at which it is absolutely necessary that there should be mutual co-operation in order to get the best results, that I have had no difficulty in convincing myself that I ought to accept your invitation to be here tonight.

There is in the minds of a great many people a narrow conception of what constitutes the labor question. If you take as your definition of labor any mental or physical activity engaged, in not solely for pleasure, you will realize that the labor question extends into all of the ramifications of human activity.

The question of relation between employer and employee is an acute one. It has become more acute with our industrial and commercial development. Under the old regime, before the inventive genius of man had given us our modern machinery, the relationship between employer and employee was personal. The employer came in contact, personal contact, with his employees, usually had but few of them, and never so many but that he knew the individuality of the men who were working for him and could deal with them accordingly. Inventive genius and the machines growing out of that inventive genius have made it absolutely necessary that there should be an organization of capital in order that there might be the most efficient production. Some of the machines we now have in use and some of the systems necessary for the proper utilization of those machines would not be possible under the old forms. New forms had to be devised. Out of those new forms has grown our immense corporations, facilitating the use of the machines, economizing here and economizing there by virtue of centralized production and giving us more efficiency in labor than we could have otherwise. But it has eliminated that personal relationship between the employer and employee that formerly existed, and because of the elimination of that personal relationship, complications arise in dealing with the problems that grow out of our industrial development. There is not the same confidence between the employer and employee, when neither knows the other, as there is when they know each other.

## CAPITAL AND WEALTH DEFINED

The situation, then, has entirely changed, and growing out of that change in situation something is necessary in order to find a substitute for the old personal relationship that formerly existed. When you come to deal with the problem, however, and seek for that something which will take the place of the old personal relationship, you are met at the threshold with extremes of thought, and extremes of action, that hamper you in your efforts to find a solution, and you find amongst the working men, amongst the wage-workers, those who make the contention that because capital is inanimate, having no life, no intelligence, no energy, that, therefore, it performs no function in production, and, performing no function in production, is not entitled to consideration. Upon the other hand, you find the sentiment amongst employers that fails to recognize that their employees are different from ordinary machines, a sentiment that looks upon employees as being but a part of the machinery in production, instead of living, moving, sensuous human being, like themselves, and who undertake to deal with the wage-worker, with the laborer, from the same standpoint and with the same kind of sentiment as they would deal with a machine. You have those two extremes, and yet what are the facts? What is capital? Capital is the unconsumed product of previous labor, mental and physical, as I have defined it before. It differs from wealth in this: That you may take a vacant lot out here on one of your streets, and that vacant lot is wealth, but the moment you erect a building upon that lot, then the building is capital. All the machines that are used in your shops, all the machines that are used in your transportation, and all the buildings that you occupy and that your workers occupy, are the unconsumed product of previous labor. They are capital, and the function that capital performs in production, and particularly in modern production, is that it furnishes the machine which makes labor more productive than it otherwise could be. It furnishes the shelter, the homes, in which the workers live. It furnishes the workers, in the form of wages, with the means of living, until those complex things upon which they are working are finished and ready for use. And aside from the mental work which must be classed as labor, the mental work on the part of the owner of the capital, he conceives the idea of assembling at a common point, that is, the creation at a common point, of an industry, and he carries his organization out from that point. Aside from the intelligence, which is also labor, which directs the plant after it has been created; aside from the genius of the inventor, which is also labor, which improves the machinery from time to time; and aside from any of these functions on the part of the owners or controllers of capital, capital performs the important functions of furnishing the machines, being the unconsumed product of previous labor, of furnishing the shelter for the worker, and of furnishing the means of livelihood until that which the worker is laboring upon is ready for use. For performing these important functions in production it is entitled to the very highest consideration.



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HON. WILLIAM B. WILSON, SECRETARY OF LABOR.

Upon the other hand, labor is the vitalizing force. Labor, mental and physical, is the force that makes your capital available, that makes your machinery move, that makes your production possible. No matter how much capital you may have, unless in addition to your capital you have mental and physical labor available for use upon your capital, you cannot produce another article for common use. So labor and capital have mutual interest in production; a mutual interest, not an identical interest. Mark the distinction. Notwithstanding the various schools of thought that have existed amongst those who have been connected with the labor movement, and with others, it is, nevertheless, a fact that they have a common interest, a mutual interest, in securing the largest possible production with a given amount of labor.

Anyone who examines the history of this or any other country is bound to come to the conclusion that the workers today are very much better off than the workers of two or three or four generations ago. We have our extremes of wealth, and we have our extremes of poverty today as we had then, but the great mass of the people between those two extremes of wealth and poverty are very much better off in their material surroundings than our forefathers were. The principal reason why they are much better off than their forefathers were is that by the introduction of machinery there has been a greater amount of production, and because there has been a greater amount of production, there is a larger share that can go to the wage-workers than went before that greater production took place.

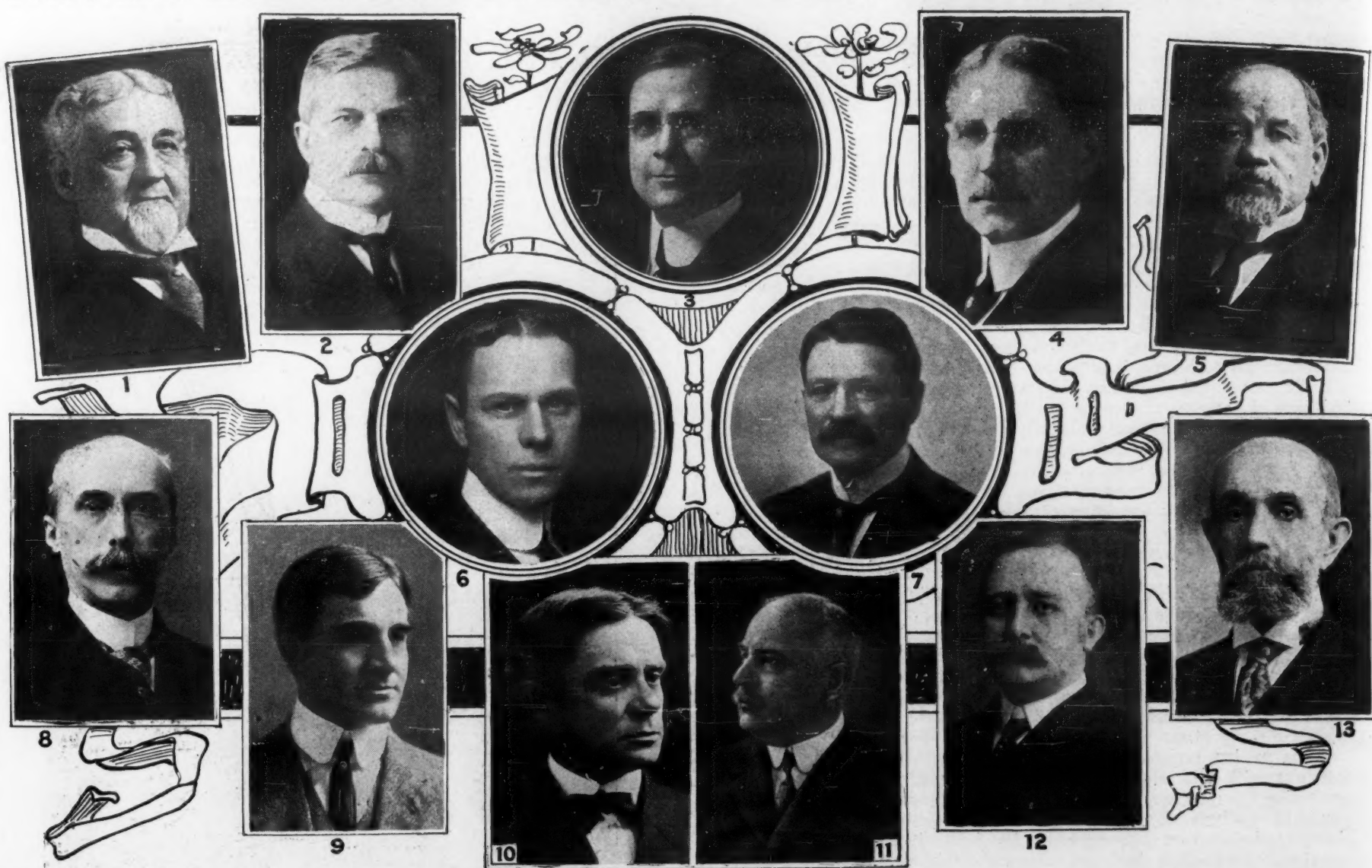
## THE DEPARTMENT'S SERVICE IN DISPUTES

So you are mutually interested in securing the largest possible production with a given amount of labor. Your interests only diverge when it comes to a point of division of that which has been jointly produced, when it comes to the division of that which has been produced as a result of stored energy in the form of capital, and the unstored energy in the form of labor. When it comes to a division of their joint product there is a diversity of interest. Each is desirous of securing the largest possible share, and out of that desire to secure the largest possible share that can be secured comes our industrial conflicts. Not having the personal relationship that we had before to mellow those contentions, they become extremely acute, and they not only affect those who are engaged in them, but they affect all other portions of the community who may not be directly engaged in the contest. When a dispute of that nature arises that results, or is likely to result, in a suspension of operation in any given industry, the temper, the spirit, of both sides has been aroused. They are not so likely to listen to reason presented by each other as they would be if they were considering the proposition in calmer moments.

(Continued on Page 10.)



## NEWLY ELECTED OFFICERS OF THE NATIONAL CHAMBER



In center: Vice Presidents, Robert F. Maddox, Atlanta, Ga., and A. H. Mulliken, Chicago, Ill. Upper row: C. E. Yost, Omaha, Nebr.; Hon. Charles Nagel, St. Louis, Mo.; Ralph Stone, Detroit, Mich.; Wm. H. Stevenson, Pittsburgh, Pa., and Thomas Burke, Seattle, Wash.; Bottom row: Wm. H. Douglas, New York, N. Y.; H. L. Ferguson, Newport News, Va.; Charles S. Keith, Kansas City, Mo.; Hovey C. Clarke, Minneapolis, Minn.; Franklin Conklin, Newark, N. J., and John H. Reynolds, Rome, Ga.

1. Mr. Yost is President of the Northwestern group of the Bell Telephone System. He is now President of the Commercial Club of Omaha, Nebraska. At one time he was United States Marshal for the District of Nebraska and later postmaster at Omaha, Nebraska. He has held executive offices as President of the Nebraska Telephone Company, the Iowa Telephone Company, and the Northwestern Telephone Exchange Company.

2. Mr. Nagel has been in the general practice of law in St. Louis from 1873 to 1909, and from 1913 to date. He was Secretary of Commerce and Labor from 1909 to 1913. He was a member of the Missouri Legislature from 1881 to 1883 and President of the St. Louis City Council from 1893 to 1897. He is affiliated with the Business Men's League and the Merchants' Exchange of St. Louis.

3. Mr. Stone is Vice-President of the Detroit Trust Company. He practiced as an attorney, 1892-1893; was trust officer of the Michigan Trust Company of Grand Rapids from 1893 to 1898, a bank examiner, 1901, and has held various positions with the Detroit Trust Company from 1901 to date. He is a Director of the Detroit Board of Commerce. From 1899 to 1900 he was Private and Military Secretary to the Governor of Michigan.

4. Mr. Stevenson is the senior member of George K. Stevenson and Company, importing grocers whose business was established in 1826. He is President of the Chamber of Commerce of Pittsburgh. In the direction of municipal service, he was a member of Pittsburgh Councils from 1902 until 1905 and Chairman of the Finance Committee of that body from

1906 until 1909. He is a trustee of the Carnegie Hero Fund Commission; President of the Historical Society of Western Pennsylvania and a member of the Pennsylvania State Historical Commission.

5. Mr. Burke has been a practicing lawyer in Seattle from 1875 to date. He was Chief Justice of the Supreme Court of Washington Territory from 1888 to 1889, in which Territory he was also Commissioner of Education. He is a member of the Chamber of Commerce of Seattle.

6. Mr. Maddox has been engaged in banking, cotton and fertilizer business. He is Vice-President of the American National Bank of Atlanta, Georgia. He is a member of the State Board of Health of Georgia. From 1909 to 1910 he was mayor of Atlanta; from 1911 to 1912 President of the Georgia Bankers' Association. He was President of the Atlanta Chamber of Commerce from 1904 to 1905. Mr. Maddox is a Trustee of Vanderbilt University, of the Martha Berry School and of the Atlanta Medical College. He is also a Director in the Seaboard Air Line, the Georgia Railway and Power Company, the Trust Company of Georgia, and the Southern Ice Company.

7. Mr. Mulliken is President of the Pettibone, Mulliken Company, manufacturers of railway equipment. From 1868 to 1880 he was with Crear, Adams and Company of Chicago; from 1880 to 1885 partner in the firm of Pettibone and Mulliken; 1885 to 1899 Secretary and Treasurer of Pettibone, Mulliken and Company and has been President of the Company from 1899 to date. He is a Director of the Continental and Commercial National Bank of Chicago; a member of the

Executive Committee of the Railway Business Association and a Director in the Illinois Manufacturers' Association.

8. Mr. Douglas is engaged in exporting and importing, carrying on business with South America, South Africa, Australia, New Zealand, the West Indies, the Philippines, China, Japan and India. For two terms he was President of the New York Produce Exchange and for two terms also President of the Exporters' and Importers' Association. In addition to the organizations already mentioned, he is a member of the Maritime Exchange, the Chamber of Commerce of New York, and the Merchants' Association. He served two terms as a Representative in Congress.

9. Mr. Ferguson is General Manager of the Newport News Shipbuilding and Dry Dock Company. He attended the United States Naval Academy from 1888 to 1892 and Glasgow University from 1892 until 1895. He was a naval instructor in the United States Navy from 1894 until 1905. He is a member of the Society of Naval Architects and Marine Engineers, also the Society of Naval Engineers.

10. Mr. Keith is President of the Central Coal and Coke Company of Kansas City, Missouri. He has been associated with that company from 1891 to date, having filled various positions. He is a member of the Kansas City Commercial Club, President of the Southwestern Interstate Coal Operators' Association; and also of the Yellow Pine Lumber Manufacturers' Association.

11. Mr. Clarke is a retired lumber manufacturer. He was in the lumber business in Minneapolis from 1886 to

the present year. From 1876 to 1886 he occupied various positions with the Chicago and West Michigan Railway. He has held the following appointive offices: Treasurer Crookston Lumber Co., Sherlin Clarke Co. Ltd., Sherlin, Carpenter and Clarke Co.; J. Neels Lumber Co.; Chairman of Executive Committee of the First National Bank of Minneapolis, Director of Minneapolis Trust Company, Trustee of Northwestern Mutual Life Insurance Company, Milwaukee, and Chairman Lloyds of Minneapolis.

12. Mr. Conklin is a varnish manufacturer in Newark, New Jersey. He was in a bank from 15 years of age until 21. For 35 years he has been in the varnish business. He is a member of the Board of Trade of Newark, the Chamber of Commerce of Jersey City, and the Varnish Manufacturers' Association. He is a Director of the Newark Board of Trade, President of the German National Bank, Director of the Union National Bank, the Ironbound Trust Company, and of the Newark Fire Insurance Company.

13. Mr. Reynolds is a banker. From 1896 to 1897 he was President of the Georgia Bankers' Association. He is a Vice-President of the Bankers' Association. He is a member of the Chamber of Commerce of Rome, Georgia. His banking experience began with Cleveland Exchange Deposit Bank in Cleveland, Tennessee, 1875-1877. Since 1877 he has been President of the First National Bank of Rome, Georgia.

(The photograph of Thomas G. Boyd of Indianapolis is not included. Mention of his business relationships is on page 11.)



# The Special Committee on Antitrust Legislation

In view of President Wilson's message in January relative to additional antitrust legislation, the Board of Directors of the Chamber of Commerce of the United States authorized the appointment of a Special Committee of not less than seven to study and analyze all bills, tentative or actual, and prepare a referendum to the membership of the National Chamber on the principles involved. This action of the Board was approved at the Second Annual Meeting, in February, placing on record the desire of the membership of the Chamber to co-operate with Congress to the fullest extent in securing from business interests of the country a full expression of constructive opinion on the legislative principles involved. The personnel of the Committee and notes of its first meeting are here included.

**D**URING the progress of the Second Annual Meeting there was informal discussion relative to the membership of the Special Committee on the Antitrust Referendum. Immediately after adjournment, President Fahey appointed as members on the Committee the following gentlemen: R. G. Rhett, Charleston, S. C., Chairman; Guy E. Tripp, New York City; Professor Henry R. Seager, New York City; President Charles R. Van Hise, University of Wisconsin; Charles F. Matheson, New York City; Wm. L. Saunders, New York City, and Louis D. Brandeis of Boston.

The great responsibilities of the Committee rest upon the shoulders of men whose experience in manufacturing, in law, in finance, and in the field of economics will insure broad consideration relative to the problems involved.

The Chairman, Mr. R. G. Rhett, received legal training. He is Vice-President of the South Carolina Loan and Trust Company, and also President of the People's Bank of Charleston. From 1903 until 1911, for an unbroken period of eight years, he was mayor of Charleston.

Mr. Guy E. Tripp is Chairman of the Board of Directors of the Westinghouse Electric and Manufacturing Company of Pittsburgh and New York. He has for a number of years been intimately associated with the direction of railway and electric light and power companies in various parts of the United States.

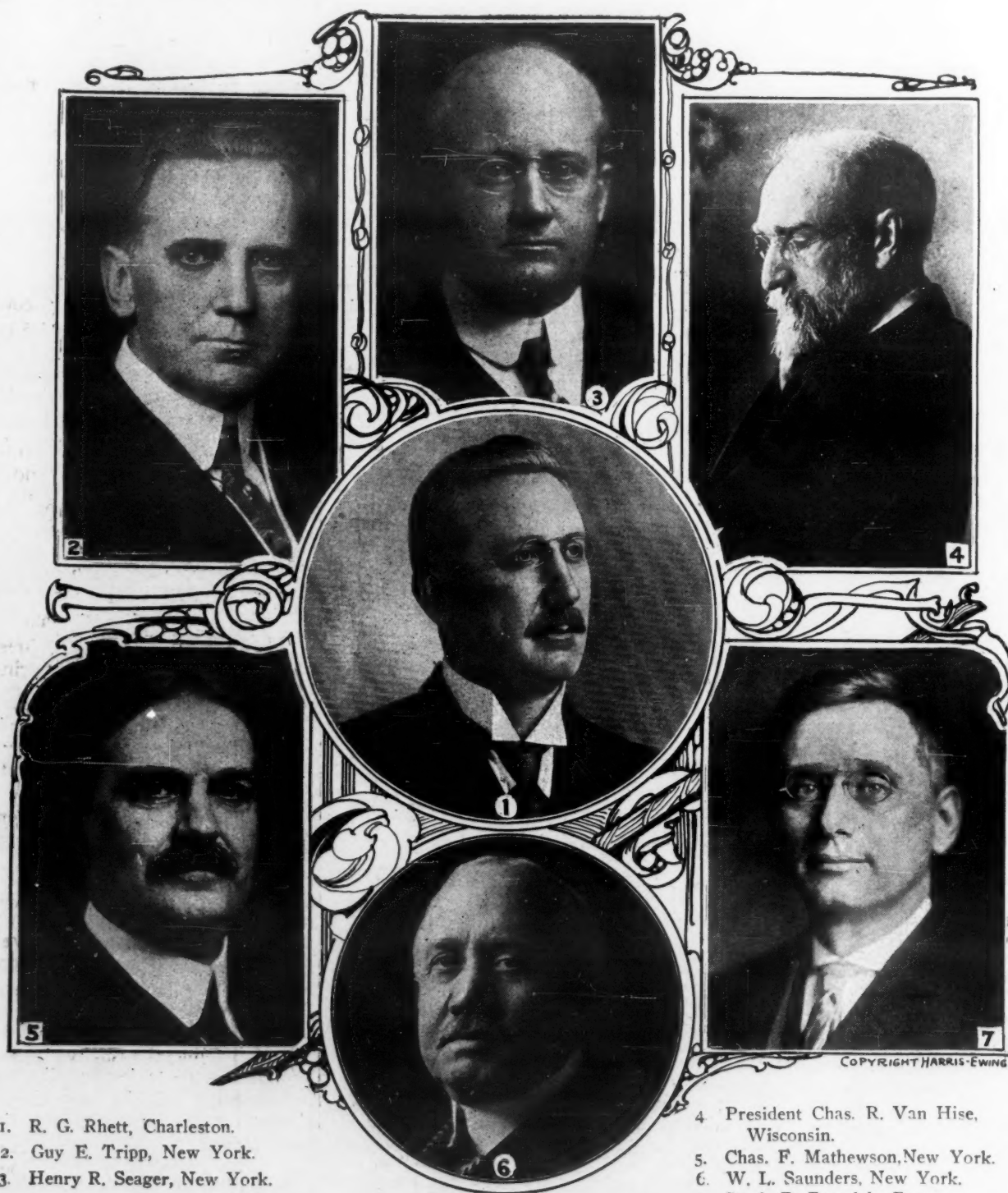
Professor Henry R. Seager of Columbia University, is an authority in the realm of economics and is the author of books and articles on economics and social insurance. He was the first President of the American Association for Labor Legislation.

President Charles R. Van Hise of the University of Wisconsin is the author of many scientific and educational articles, and has been a leader in conservation efforts both in Wisconsin and throughout the nation. He has taken prominent part in the progressive economic legislation in his state and is a recognized authority on economic questions.

Mr. Charles F. Mathewson is a prominent lawyer of New York City. His knowledge is intimate relative to public utilities of all kinds. He is a director of the Columbia Trust Company of New York, and a member of the firm of Krauthoff, Harmon and Mathewson of New York City.

Mr. William L. Saunders is an eminent engineer whose association with large engineering enterprises has established his connection with industries in various parts of the United States. He is President and Director of the Ingersoll-Rand Company and is a director of a number of other engineering and manufacturing companies.

Mr. Louis D. Brandeis, an attorney of Boston, is well known throughout



1. R. G. Rhett, Charleston.  
2. Guy E. Tripp, New York.  
3. Henry R. Seager, New York.

4. President Chas. R. Van Hise, Wisconsin.  
5. Chas. F. Mathewson, New York.  
6. W. L. Saunders, New York.  
7. Louis D. Brandeis, Boston.

the nation for his views relative to economic subjects and for his earnest advocacy of a broad understanding of the rights of the public in modern industrial development. He is at present representing the shippers before the Interstate Commerce Commission in the hearing now going forward relative to the Advanced Rate Case of eastern railroads.

## THE COMMITTEE AT WORK

The Committee held sessions in Washington from February 24 to February 27, inclusive. Three conferences were held with Congressional committees. The Committee adjourned subject to the call of the Chairman and is expected to meet again in Washington in the immediate future.

Mr. Rhett stated before leaving Washington that the whole attitude of the Committees of Congress impressed the Special Committee with the desire of the legislators to receive helpful suggestions from the business world. The Committee is convinced

that in the matter of antitrust legislation there is no intention to proceed to a hasty conclusion.

The Committee considered many suggestions received from individual and organization members, discussed them and took up some of the points in informal conferences with Congressional Committees. The Committee has prepared, in set form, the various principles involved in the proposed legislation and will have these principles prepared as a first draft at once so as to permit of their deliberate consideration by the members of the Committee. There is no purpose on the part of the Committee to fix the final form of the Referendum hurriedly; it is distinctly convinced, however, that its duty will not be performed unless two referenda are put out. The first will deal exclusively with the principles involved in the proposed Interstate Trade Commission and the second, which will be undertaken when the Committee meets again, will deal with all other questions involved

in pending antitrust legislation.

Mr. John H. Fahey, elected President of the Chamber of Commerce of the United States at the Second Annual Meeting, was present during the sessions of the Special Committee.

The conference which took place with the Committee on Interstate Commerce of the Senate relative to the bill establishing an Interstate Trade Commission has been issued as a "Hearing" before the Committee.

The members of the Special Committee were specific as to the fact that any statements they might make would not, prior to the conclusion of the Referendum, express the views of the Chamber of Commerce of the United States upon the subject. The conference as a whole was very helpful and illuminating.

Pending the reassembling of the Special Committee, the Chairman is in touch with each member; and much preparatory work is being undertaken, particularly in the direction of analyses by the office in Washington.



### Department of Labor and Mediation (Continued)

One of the purposes for which the Department of Labor has been created is to step in when that condition of affairs exists and offer its good offices in an effort to bring the contending parties together, in order to adjust their difficulties, because if it has come to the point where a stoppage of work takes place, then it means an economic loss, a loss not only to the employers and employees engaged in the contest, but a loss to the entire community, of forces that ought to be valuable in producing valuable economic results.

When the Department of Labor steps in when a condition of that kind exists, the first step that should be taken is to endeavor to get those who are immediately interested in the contest to work out their problem themselves. A great deal depends on getting them to work out their problem themselves. A great deal depends on getting them to realize the mutual interests they have, and if they can sit down around the council table and work out their problems on as nearly correct a mathematical basis as it can be arrived at, and the trouble is adjusted in that way, the spirit of co-operation which grows out of a condition of that kind is bound to be beneficial in the carrying on of the work in the particular plant. Failing to secure a mutual consent to consider their own problems and to deal with them and settle them, if they can, then it becomes the duty of the new department to act as a mediator, as a go-between, and to pass between the employer and the employee, not for the purpose of imposing upon either the employer or the employee the particular views of the Department, or the Department head, but for the purpose of trying to find some mutual basis, some basis upon which two parties can agree and thereby eliminate the possible contest. Failing in that, then, to suggest to both parties the advisability for their own interests and for the interest of the community of submitting the question at issue to arbitration, to some disinterested party. It is very much better to settle it themselves, but failing to settle it themselves, then, in the interest of industrial peace, in the interest of the community at large, it is necessary to submit the questions at issue to disinterested parties and allow them to determine such questions.

#### OPPOSED TO COMPULSORY ARBITRATION

In proposing that as a means of adjusting industrial disputes, I do not want to be misunderstood. I do not want to be understood as proposing compulsory arbitration, because I do not believe in compulsory arbitration as applied to industrial disputes. In the first place, it may do an injustice to the employer, if you have compulsory arbitration by giving an award which if he is compelled to operate under would in time absorb all of his capital. If you have compulsory arbitration, it means that the whole subject matter of trade relations between employer and employee may be thrown open at the suggestion of either one of the sides to the controversy, and when you submit the whole question of relationship to a board of arbitration, there is a possibility—I do not say that it is a probability,—but there is a possibility that the award may be of such a nature that if it is lived up to, and the employer continues to operate,—and if he is not compelled to operate then it is not compulsory arbitration—it would ultimately take all of his capital.

Upon the other hand, an award might be offered under which if the employees continued to work they would be in little better condition than that of serfs. There is one other very strong reason why compulsory arbitration should not be entered into, and I am free to state that that is purely from the standpoint of the wage-worker, in that it would be unfair to the wage-worker to have compulsory arbitration. There is a clean-cut dividing line between profit and loss which the employer can show from his records to any board of arbitration that sits upon any question in dispute. He can demonstrate from his records, through that clean-cut dividing line between profit and loss, the conditions, the circumstances, and the terms under which it would be a loss to him to operate. That would act as a protection against any unfair decision being rendered as it applied to the employer. But the standard of living is not a clean-cut, stationary line. The standard of living is flexible. It may be either raised or lowered, and the workingman still live. So the workingmen have no clean-cut dividing line to protect them against any unfair decision on the part of arbitrators, and the only way in which either of them can be protected in arbitration is by having the terms of the arbitration, the conditions of the arbitration, laid down in advance, and when a trade dispute has reached that stage where it is impossible to get the employer and the employee to come together and adjust their difficulties, then they ought to be induced to submit the dispute to arbitration, laying down the basis in advance which will protect both of them against any unfair or unjust decision on the part of the arbitrators. That is one of the functions of the Department of Labor, and that is one of the ways in which the Department of Labor can be of value to industry and commerce.

#### EFFICIENCY THE GREAT OBJECTIVE

As I have said, employers and employees have a mutual interest in securing the largest possible production with a given amount of labor. Our commercial supremacy is not so much dependent upon the cheapness with which labor can be secured as it is upon the efficiency of the labor that is secured. One of our most important needs in promoting the commercial supremacy of the United States is the raising of the standards of efficiency. I believe in starting with the child. Our public school systems and our other school systems throughout this country have been of wonderful advantage to us. They have taught the young idea how to shoot. Their greatest value has been in teaching the brain of the child how to analyze the problems that come before it.

[From this point forward, Secretary Wilson spoke with great earnestness relative to the needs of the child and his hope that the Department of Labor would prove of great national value by promoting vocational education.]

### Mr. Lenfestey's South American Tour Impressions Summarized

THE journey of John T. Lenfestey of Chicago, as special Commissioner of the Chamber of Commerce of the United States of America to the countries of South America, was brought to a successful conclusion early in March.

He left New York December 6, visited the countries on the western coast of South America, traveled by the Trans-Andean railroad from the Pacific Coast to Buenos Aires and then visited the leading ports of Brazil. Throughout the entire journey, Mr. Lenfestey came in touch with the commercial organizations of the cities visited, in order to emphasize the desire of the National Chamber to open correspondence with these organizations and thus prepare the way for a fuller understanding, by South America of organized effort in the United States, and a complete understanding by the United States of the forms that commercial effort is taking in South America. The basis upon which the Chamber of Commerce of the United States is organized attracted much attention and in more than one of the countries of South America the subject is now being discussed of bringing all the organizations of the country into touch with each other so as to accomplish for each country something similar to that which is being brought to pass in the United States by the National Chamber. The interest of these organizations in South America has been definitely aroused and it is expected that delegates will attend later meetings of the National Chamber.

The observations of Mr. Lenfestey in South America have been very close and should prove of interest to all business men of the country. Mr. Lenfestey's services were volunteered, owing to his desire to aid in bringing about a clearer understanding by American business men of trade conditions in the countries he contemplated visiting.

On March 14 Mr. Lenfestey was in Washington to meet the officers of the National Chamber and to visit the State Department. On his arrival in Chicago he will report to the Association of Commerce relative to his tour and the prospects for an effective trip by members of the Association of Commerce to South America in the near future.

#### POOR HOUSING OF CONSULS

One of the statements made by Mr. Lenfestey, while in Washington, has in it a national rebuke. He referred to the total inadequacy of the housing and office facilities of the American diplomats and consuls in ports of South America. He states that in Buenos Aires, whose trade with the United States last year exceeded \$50,000,000, the consulate is in a seven room apartment, four rooms of which are used for office purposes, leaving only three rooms for the housing of the consul and his large family. The rentals paid in some cases are too small to permit of proper housing. An instance occurred at Rio during the past year where, by reason of hesitancy relative to an advanced rental, the embassy was rented over the head of our ambassador by so small a country as Uruguay. He believes that it is highly important for the United States in its commercial approaches to South America to pay greater attention to the housing of diplomats and consuls in order that they may not suffer by comparison with those of countries less commercially important but more

watchful of the comforts of their commercial envoys.

While Mr. Lenfestey is convinced that the business men of the United States can study South America with advantage, he is very definitely convinced that it would be of immense advantage to South America itself and to our country, if a thoroughly representative group of journalists, merchants and bankers of South America could come to the United States and see that which seems to them unbelievable relative to American industrial facts. He would regard such a trip by a representative body of men as doing more than all else to bring Central and South America to a rapid understanding of the marvelous industrial activity of our country and its distinct relation to the increasing commerce—give and take—between North and South America.

#### GOOD TRADE PROSPECTS

Some very reassuring statements were made by Mr. Lenfestey relative to the possibilities of exporting manufactured goods to South America. He said: "The idea that wonderful things must be done to secure business in South America is a mistake; to make haste slowly is all that is necessary. It is essential to start in the right way, and a few captains of industry in America recognizing this fact have succeeded in building in two or three years the foundation for a big business. The commercial instinct for merchandizing is not very highly developed in South America, but the people there have much the same nature as elsewhere and are reached in much the same way. Many Americans without money, looking around for openings return home disappointed, but North American salesmen in South America who speak Spanish (or Portuguese in Brazil) are well satisfied with the success they are enjoying, and North American goods are given preference more than ever before. There are some elements of weakness in the development of North American commerce: first, the absence of banking facilities under North American influences; second, ignorance of the geography of South America; and third, failure to fill orders properly and pack goods safely so as to prepare them for the rough handling they will receive in transportation both by sea and by land."

As shedding further light on the above statement, it is interesting to note that Mr. Lenfestey gives to the Germans ample justification for dominating commercially the Brazilian trade. He says regarding the Germans: "They are ever ready on the ground with technical knowledge to produce whatever is wanted, as and when wanted, packed to arrive in the units wanted, with customs duty paid and bill rendered for delivery where and when wanted. They stand alone among nations for giving such complete service."

#### DEMANDS WILL AWAIT DEVELOPMENT

Mr. Lenfestey is convinced that while the Panama Canal will render it easy for countries on the west coast of South America to export raw materials, there will not necessarily follow a rapid increase of exports from this country to those countries, for the simple reason that the demand for manufactured goods arises from people whose wants have been aroused. The hope of a marked increase of exports therefore rests upon the arrival, in the



countries of the western coast, of an increasing number of people from various parts of the world who will develop the resources in raw materials and thus create a greater demand for manufactured goods.

While Mr. Lenfestey is convinced that there are many great, unused opportunities in South America, he is clearly convinced that one thing should be very widely understood:—that no man who expects to go to South America for the purpose of settling there should do so, unless he can speak Spanish or Portuguese; or unless he carries enough money to be above want for at least two years. He points out also that living expenses are necessarily high. In Rio de Janeiro a man and wife, in his judgment, could enjoy few luxuries on a thousand milreis a month, the equivalent of about \$333.

A deep impression was made upon Mr. Lenfestey by the courtesy and hospitality extended to him, which was in keeping with the friendly attitude of the South American countries toward visitors from the United States, already displayed in numberless cases.

#### Mr. L. C. Boyd, a Director

On page 8 are included the photographs of the newly elected officials of the National Chamber. Unfortunately, up to the time of going to press, the photograph of Mr. Boyd had failed to reach this office.

Mr. Boyd is Vice-President of the Indianapolis Gas Company. He has held various executive positions with public service corporations since 1892. He has been Treasurer of the Keystone Oil Co.; Vice-President American Oil Co.; President Citizens' Gas Co.; President Alexandria Gas Co.; President Manufacturers' Natural Gas Co.; President Indianapolis Water Co. Mr. Boyd was a school teacher at the age of 17, admitted to the bar at 21, and in the legal department of the Pennsylvania Lines West of Pittsburgh from the age of 24 to 28. He is a member of the Board of Governors of the Board of Trade of Indianapolis and Director of the Chamber of Commerce of Indianapolis.

### What is Commercial Paper

#### The Answer Will Affect All Business

In an article by "Holland" on the magnitude of the work confronting the Federal Reserve Board, appear these references to "Commercial Paper":

"What shall constitute commercial paper within the meaning of the Federal reserve act?"

The question would not be difficult to answer; in fact, it would answer itself, if conditions at the present time were similar to those universally recognized eighteen or twenty years ago. Then commercial paper was understood to represent the purchase price of commodities that had been sold. Therefore the actual value was behind the paper. But about fifteen years ago there came a change. Now the almost universal practice is for the purchaser of goods to borrow money on his own paper from the banks, with which he can make a cash payment to those who sold the goods, so that in that way he can get the benefit of the discount. That paper is regarded now as the best kind of commercial paper.

The Clearing House Association of New York, through its chairman, A. H. Wiggin, apparently believes that it is a matter of great importance that there should be a general restoration of former methods. Should this recommendation be adopted, then it is plain that there will be far-reaching changes in the methods of issuing commercial paper—in fact, a return to the old system. This, however, cannot be done abruptly. It must be accomplished gradually, as, in fact, all of the more important changes required by the new law must be made."

## Sixth International Congress of Chambers of Commerce

### Announcement of Interesting Program and Excursions

THE Permanent Committee of the International Congress of Chambers of Commerce which held its last meeting at Boston in September, 1912, will meet at Brussels March 26th to approve the final program for the next Congress which will be held in Paris during the week beginning June 8th.

Some of the questions to be considered by the Congress were approved provisionally in May, 1913, when the Permanent Committee met in Paris. These questions were sent to the business organizations throughout the world and as a result of the suggestions returned by them the program will now be fixed in a more definite way.

The forthcoming Congress in Paris is expected to compare in importance with the last international gathering held in the United States, which was the largest and most representative gathering of business men from all parts of the world ever brought together.

The French government, in co-operation with the business organizations of France, is making preparations for the event. Following the formal meetings of the Congress, the delegates will be the guests of a number of the French cities and will participate in a tour which will extend over a period of two weeks.

The Congress is anticipated with great interest by the business men of Europe as well as those of this country who are familiar with international affairs, not only because of the importance of the questions which will come up for consideration but because of propositions which have been advanced by the English, German and American organizations for the development of the International Association along more useful lines.

The organization has been in existence nearly 12 years. It meets biennially and is composed of the principal governments of the world and the leading business organizations. It has been urged that so many great international commercial questions are now pressing that there is a great loss of time in dealing with them because the organization meets only at intervals of two years. It is now suggested that a permanent bureau be established in Europe and that means be devised by which pressing international matters can be brought up by any community, from the central office, for consideration on the part of business men throughout the world, in the interval between the regular meetings. This method of handling questions has been successfully employed in Europe in the national organizations of business men for some years and is also used by the Chamber of Commerce of the United States in our country.

The questions that are to come up at the Paris Congress, as thus far settled upon, are as follows:

#### PROGRAM FOR THE PARIS CONGRESS

(This program was prepared provisionally at the session of the Permanent Committee on May 5, 1913. It may receive further modifications or additions at the next session, at the end of March, 1914.)

1. Report of the Bureau on the results obtained on the resolutions of the preceding Congresses, particularly on the questions relating to the date of Easter, to the fixity of the calendar and to customs statistics.

2. Utility of international action against unfair competition, in the sense of existing legislation.

3. Unification of legislation relative to arbitral procedure for solving disputes between citizens of different countries.

4. Unification of the laws relating to dock warrants with a view to facilitate, extend and the better to guarantee credit on merchandise.

5. Project of comparative study of insurance policies in international traffic (with reference to documentary character) and with a view to improving their phrasing.

6. Project of type bill of lading uniform as to general conditions, for casual or regular lines of steam navigation, in order to prevent discrepancies, deception or uncertainty.

7. National and international postal money orders.

8. Unification of legislation on checks (for report from the London Committee).

9. Modifications and additions to the by-laws of the International Congress of Chambers of Commerce as voted at Milan in 1906.

On some of these matters, notably the proposition that steps be taken for uniform legislation relating to checks, representative committees have been at work for the past year and a half and it is expected that interesting reports of the program will be made. Additional questions and reports will probably be added to the calendar at the meeting of the Permanent Committee this month.

Invitations to the Congress are now being sent out on behalf of the city of Paris and the Department of the Seine, as well as the French Government. The Mayors of Lyons, Nancy, Rheims, Grenoble and other cities, as well as the Presidents of the French and Algerian Chambers of Commerce have united in the invitations to the business men all over the world to participate in the Congress.

The French Chambers of Commerce are officially representing the French Government and their invitations are therefore official invitations.

President Poincaré of the French Republic has placed the forthcoming Congress under his patronage and the President of the Senate, President of the Chamber of Commerce, President of the Council of Ministers, the Minister of Commerce, and all the members of the French Cabinet, as well as the representatives of the principal governments accredited to France, will act as honorary Presidents of the Congress.

The official program of the meeting as thus far arranged, is as follows:

#### PROGRAM OF THE CONGRESS

Monday, June 8, 10:30 A. M. Official opening of the Congress at the Grand Amphitheatre of the Sorbonne, presided over by one of the Ministers of the French Government. Band of the Garde Republicaine and Singers.

2-5 P. M. Sitting of the Congress. Evening, Reception by the Chamber of Commerce of Paris, at the Societe de Geographie, 185, Boulevard St. Germain; leave at 9 o'clock in automobiles for the Pre Catelan (Bois de Boulogne). From 9:30 to 11:00 P. M., entertainment, concert, illuminations, fireworks.—Buffet.

Tuesday, June 9, 9:30-12 A. M. Sitting of the Congress. 2-5 P. M. Sitting of the Congress.

Wednesday, June 10th, 9:30-12 A. M. Sitting of the Congress, 2-5 P. M. Sitting of the Congress (Closing Session). Evening, reception at the Town Hall. (Hotel de Ville).

#### PROGRAM OF EXCURSIONS

Thursday, June 11, 9:30-12 A. M. Visit Paris in groups: principal shops, factories, Catacombs, sewers, Eiffel Tower; Hotel des Invalides (Napoleon's Tomb); Notre-Dame. (There are four or five trips for the choice of the Members of the Congress.) 4:30 P. M. Garden party at the Ministry of Commerce: Grand Gala night at the opera.

Friday, June 12. Morning—leave Paris from the Gare de l'Est. Visit Eprenay and Rheims. Evening—return to Paris.

Saturday, June 13. 9 A. M. Leave in automobiles from the Place de la Concorde. 10 A. M. Arrive at Versailles, visit the Park and Palace. 12:30 P. M. Lunch in one of the buildings of the Palace. 3 P. M. Aviation ground of Buc. Evening, banquet at the Paris Bourse, President Poincaré.

Sunday, June 14th. This day is left at the disposition of the members.

Monday, June 15. About 8:30 A. M. Leave Paris (P. L. M. Station). About noon arrive at Dijon. Lunch at the Buffet of the Station. Visit the City. Dine and spend the night at Dijon.

Tuesday, June 16. Leave Dijon in the morning by special train. Arrive at Le Creusot for lunch. Visit Le Creusot. Leave for Lyons in the evening.

Wednesday, June 17. Visit the City of the Exposition, Lyons.

Thursday, June 18. The morning is left at the disposition of the members.

Friday, June 19. Morning. Leave Lyons by boat on the Rhone. Arrive at Valence for lunch. Leave by special train for Grenoble. About 4 arrive at Grenoble. Visit the city. Dine and spend the night at Grenoble.

Saturday, June 20th. About 9 A. M. Automobile excursion to Lautaret; lunch, return via Galibier and Saint Jean-de-Maurienne, to Grenoble for dinner.

Sunday, June 21st. About 9, leave Grenoble by automobile. Lunch at the Grande-Chartreuse, Saint-Pierre-d'Entremont.—Col du Frene, Chambrev. About 6 P. M. arrive at Aix-Les-Bains. Leave for Annecy, dine and sleep.

Monday, June 22nd. Special Boat excursion on the Lake of Annecy. Lunch; leave for Chamonix, dine and sleep.

Tuesday, June 23rd. Visit Chamonix. Excursion to Montanvers and the Mer de Glace.

Wednesday, June 24th. Morning: leave Chamonix for Evian. Lunch at Evian. Boat excursion on the Lake of Geneva. Dine and sleep, or if preferred leave that night for Paris.

Thursday, June 25th. Day train from Evian for Paris.

The International Congress of Chambers of Commerce has some 100 members in the United States, including the Chamber of Commerce of the United States. It is expected that a substantial delegation of American business men will go from the United States to attend the Congress and an effort is being made to make arrangements by which they will sail from this country together.



# Brief Quotations from Four Important Speeches

## National Trade Bodies

Quotations from Speech of E. W. McCullough  
Secretary, National Implement and Vehicle Association

THE general function of a trade organization of national scope is to serve its membership in the handling of problems difficult or impossible for individual effort and also beyond the jurisdiction of local or state associations.

Such questions may be of national or international character in which no other forms of organization are interested; again they may be of a kind peculiar to some line of trade and deal with questions of manufacture or sale.

The real power of these organizations today is measured by their ability to collect data and educate their members that they may view as of one mind their common problems, rendering solution of them less difficult. Arbitrary agreements or understandings have been generally abandoned, not through fear of consequences they might involve, but because of their utter failure as an effective and permanent remedy.

The greatest demoralizing factor in trade is ignorant competition and the most important agency in bringing about stability of fair prices is, and will continue to be, individual knowledge of the line which marks the separation of profit from loss—to supply this information or to bring about co-operative inquiry for it, I believe to be entirely within the functions of these organizations.

Many of the methods pursued by trade organizations which comprehend the entire country in their membership are not unlike those more local in character, one of which is the securing of as many of like interests to co-operate as possible, but this with them is more difficult and slower of accomplishment because the opportunities for promoting close personal acquaintance, which is the basis of true co-operation, are lacking; yet this deficiency is in part supplied in other ways, and all referendums taken in such organizations can be truly said to express the best sense of the majority because of local interest being wholly eliminated by the whole separation of those voting.

Many of these organizations maintain bureaus of special service, one of the most common being that for the consideration of Freight Transportation, which labors to secure proper classifications and ratings of its members' products, also to have the carriers recognize the need of certain changes in rules and shipping regulations, which will enable shipments being made with convenience and economy, all of which, however, must be general in character and without discrimination.

Such traffic departments have not only been of great service and economy to the members of their organizations but have also been of great value in placing before hearings conducted by the carriers and State and Interstate Commissions, concretely, the views or desires of the majority manufacturing one line of commodity.

A legal department may be maintained to render advice relative to questions of interstate commerce rights of contract and, in some instances, to enter litigation in defense of its members' rights where state legislation infringes those given them under the Federal Constitution.

Information concerning sources of raw material supply.  
Investigations of production and distribution costs.  
Schools of instruction in trade mechanics and salesmanship.  
Foreign trade information and translations.  
Fire protection and Accident Safeguards.

All of these subjects and many more of similar character may be successfully handled, but still larger in scope and more generally important in character are those relating to changes in laws and treaties.

The methods used by these organizations in dealing with questions of the first-class is through their general office or by special committees chosen or appointed from their membership and the progress and ultimate results are bulletined to their members.

The methods employed in dealing with legislation, either state or national, are varied with the importance of the question under consideration, but as yet it can hardly be claimed that any system yet devised is as effective and satisfactory as could be desired; in fact, I am satisfied it has been in recognition of our limitations in this direction more than any other cause which has driven us toward this Chamber with the hope of finding a solution.

Many Associations maintain special committees whose duty is to take cognizance of all state or national legislation and to follow, as well, the course of the State Department and other Government agencies in dealing with treaties and our relations with other countries. These Committees meet and consider the information which has been gathered by the secretary or their own efforts, and either determine the attitude of their organization or pass a recommendation to their executive board for further action, or request the Secretary to present a referendum to the membership. Generally speaking, the most common practice is to have the executive board determine all questions which, in their discretion, are within their power, especially those requiring quick action because of the difficulty in securing a mail vote from a widely scattered membership.

Right here I would like to say I am in full accord with those secretaries who believe a referendum should be taken from the entire membership of the organization, except when immediate action is necessary, for in no other way can a true reflex of opinion be gathered.

## Secretarial Training

Quotations from Speech of Paul T. Cherington  
Graduate School of Business Administration, Harvard

AT the suggestion of a number of members of the Boston Chamber of Commerce the Graduate School of Business Administration at Harvard University inaugurated a course of training for secretaries of commercial bodies, which commenced at the opening of the current School year.

In planning this course the School recognized that the task which was before it was not the training of a perfect secretary. It was assumed that the best training ground for the secretary was secretarial work itself. The entire work of the course was laid out with the object, not of turning out a finished secretary, but of turning out a recruit for secretarial work who had trained himself with this work definitely in view.

The recognition of this central feature of the problem brought with it the necessity of recognizing the fact that the recruits who would be thus trained would be entering the profession, not as it was when the present successful secretaries entered it, but as it will be after these secretaries have had several years in which to even further raise secretarial standards. It is because able secretaries have grown up with the new conditions in chamber of commerce work and have met the new demands that the question of training their successors is serious. Every success achieved by a chamber of commerce enlarges the scope of, and the possibilities for, secretarial work; and the recruits preparing for the work now must be fitted to enter the work in its enlarged form.

In connection with our new course, we recently sent out a questionnaire to the secretaries of all commercial bodies in the United States having a membership of over a hundred; and among the questions asked was one covering the character of preliminary training of the secretary. One or two interesting facts about the source for secretaries, are to be found in the returns from this questionnaire. Of the secretaries of commercial bodies in cities of over 50,000 population, we received replies from 79. A number of these did not specify what training they had had; but of those who did specify their preliminary training, 34 per cent had been newspaper men; 21 per cent had never had any training except in association work; 16 per cent came into the work directly from college, and 12 per cent had formerly been in business.

From cities running in size from 10,000 to 50,000, we received 166 replies; and of those who stated the character of their training, 44 per cent had been in newspaper work, 21 per cent in business, and 17 per cent were trained in association offices.

These figures no doubt will be considerably modified when more complete returns are received; but it seems entirely safe to say that more secretaries have come through newspaper work than through any other single source.

Three things we have tried to keep uppermost in mind as the types of knowledge which the college man must secure in order to develop into a satisfactory commercial secretary: First, he must recognize what the demands of the profession are; second, he must know something of what has been done in the way of meeting these demands; and third, he must have some idea of what still remains to be done and what can be done in the future. Out of this knowledge it is believed that it may be possible for him to develop methods of study for general community problems, methods of study for particular problems covering the economic or social or business interests of a community; and, more important than either of these two methods of study, that he can develop methods for devising plans of attack on these problems with a reasonable promise of success. Methods of organizing work and forces are the central features of the whole system of training, and such work as can be given in training in the management of men is added to this.

To attain these ends, the course of training for secretaries which we have provided covers two years and embraces a number of the courses given regularly in the School covering such points as commercial methods, industrial organization, banking railroad rate-making, municipal government, municipal engineering, etc.

The special work for the training of the secretary includes a half-course the first year on the work and methods of trade bodies, in which the actual achievements of existing chambers of commerce are studied in detail. This work divides into three distinct parts: First, there are talks, conferences, readings, and study of printed reports for the purpose of finding out in detail what various types of chambers of commerce throughout the country have to say about what they are trying to do. Second, there are a number of talks provided for by successful secretaries, as it is believed that the personal contact with these men will be an invaluable feature of the year's work. And, third, in the Boston Chamber of Commerce, the Cambridge Board of Trade, and other organizations nearby, the men are required to do a large amount of laboratory work in the way of actual practice as under-secretaries,—making industrial surveys helping to plan membership campaigns, making studies of traffic problems, etc., just as they would if they were being paid for the work. In the second year, this laboratory work is extended into research work, taking a large part of a man's time for the entire year.



# Relative to Field of Commercial Organizations

## Standardization

### Quotations from Speech of S. C. Mead

President, American Association of Commercial Executives

**D**URING the last eighteen months a Committee of the American Association of Commercial Executives has been studying the subject of Standardization, and in a preliminary report presented at the last meeting of that body, the Committee states its conclusions as to the structural principles essential in the By-Laws of a commercial organization. That Committee includes in its membership the Secretaries, or other responsible administrative officers, of some twenty-one commercial bodies of very high efficiency. This statement epitomizes and indicates the methods which experience in many organizations widely separated has shown to be productive of the best results.

The conclusions reached by the Committee are grouped into ten divisions:

(1) The scope of the organization should be stated in terms sufficiently broad and general as to be inclusive of every activity to be undertaken in the present or likely to be undertaken in the future.

(2) Qualifications for membership should be clearly stated with sufficient breadth to include all eligible persons, but there should be reasonable care in testing the qualifications of an applicant as to character, financial responsibility and sympathy with the general purposes of the organization. There should also be definite provision for the suspension or expulsion of a member for cause.

(3) Meetings of the entire membership should be held at stated intervals and some proper machinery should be provided whereby the members themselves may call special meetings when necessary in the judgment of a proper proportion. No new subject should be permitted to come up for discussion or action at any meeting of the membership unless due notice thereof shall have been given.

(4) Sufficient and permanent income must be provided to enable the organization to accomplish the work it undertakes, and there should be definitely established some method for the expenditure of funds and for proper audit at stated intervals.

(5) Nominations for the governing group should originate from the membership through proper machinery and the members should have an opportunity to exercise a choice in the election of nominees to the governing group.

(6) The governing group should have ample power and certain jurisdiction, but as a safeguard there should be provided some opportunity for a reversal of the action of the governing group in some regular manner by the organization itself. The governing group should be required to present reports to the membership at stated intervals.

(7) The Officers should be elected by the governing group.

(8) Committees should be named by the President, subject to confirmation by the governing group, but every action by a Committee should be subject to review by the governing group before it becomes the action of the organization. When, however, general policies and their interpretation have been determined by the governing group, there should be reasonable freedom of action in a particular line of activity by a group of members in that line, either through the creation of a subsidiary organization or by a Committee.

(9) The chief administrative officer, who is charged with the duty of executing the determined policies, should be elected by the governing group and should have the power to appoint and discharge all other employees. All salaries, however, should be fixed by the governing group, or by a Committee to whom they may delegate that power.

(10) A method for amendment of By-Laws should be provided, which is neither too easy nor too difficult.

The judicious application of these principles upon the basis of a representative form of structure would seem to provide the most effective type of commercial organization which experience has thus far produced. The movement, however, is still in the period of evolution and further experience will doubtless indicate many improvements. Certain it is that their application must be somewhat varied to meet the local conditions and to comply with the customs in individual cities and in different sections.

But the perfection of the mechanical details of such an organization is utterly useless, unless the vitalizing force of human interest and human effort permeates its entire structure; unless the citizens appreciate the commercial and industrial necessity for co-operative community interest; and unless they give the time, the means and above all the individual effort required to vitalize the organization and make effective its activities. But human nature is responsive to such a call when the underlying principle is understood and the compelling reason is appreciated. To awaken this personal interest is the most important and perhaps the most difficult task confronting those responsible for the success of any individual organization, but the exercise of patience, tact and enthusiasm will surely accomplish the result because the principle underlying the movement is economically sound.

## Broadening Scope

### Quotations from Speech of Douglas A. Fiske

President, Minneapolis Civic and Commercial Association

**O**UR modern conception of commercial cooperation is not new except as it is better organized, better equipped and more efficient than earlier organizations. The essential difference of the organizations which we represent from those of the earlier type, is the inclusion of civic and welfare activities. The incorporation of such work in the program of a commercial association twenty years ago would have been impossible. The ideals of the business man of that time would not have suggested it.

I believe that our civic and welfare activities have given to our associations a permanent strength, vitality and interest far beyond what the average member gives credit for. Although a member may join us without any intention of taking part in this side of our activities he unconsciously becomes interested in it and in devoting himself to a work from which he expects no direct financial return he feels a pleasure, and eventually an interest which does not come from work which has in it a selfish aspect. I do not mean to belittle the importance of the commercial and industrial side of our organizations. The carrying on of our work requires large contributions from the business interests. The programs which we lay out require an expenditure by the city of very large amounts of revenue. A city can only exist through the success of its commercial and industrial life. It must keep on growing or decay will set in. Without the wealth and employment which successful manufacturers and commerce bring to a community, it cannot develop along the various lines of civic and welfare improvement. One side of the city life is dependent upon the other. At the same time that we are instrumental in establishing a factory in our city we should interest ourselves in seeing that the conditions under which men and women work in that factory are sanitary, hygienic and safe. We should see to it that they are housed in a proper manner, and should make it impossible for any man to build tenement or building, which does not plan for the proper amount of light and air for every occupant. We should secure just treatment for workingmen. We should see that their children are furnished not only manual training but vocational training, so that the boy or girl obliged to leave school at an early age will be equipped to perform some useful work. The establishment of such schools not only makes youth a useful, self-supporting member of society but furnishes our industries with the skilled artisans which they require. In fact, the full and complete development of community life requires not a great development along a single line, but uniform development along all lines. On even the most superficial analysis we find that the success of our factories, the success of our jobbers, the success of our retailers, of our public service corporations, of our workingmen, of our plans for city beautifying, of the laying out of parks, of the building of schools and hospitals are all interdependent. Improvement in any of these lines directly or indirectly helps all. Injury in any one line hurts all. "All is needed by each one, nothing is good and fair alone."

On entering the work of our local association, I was impressed by many features of its activities: First, by the very large number of legitimate demands on the attention of the association which remained after eliminating the still larger number of unworthy or impracticable claims; the system by which these legitimate demands must be referred to the various departments for preliminary investigation before being presented to the consideration of the committees; the work necessary in making investigations and preparing data for presentation to the appropriate committees; the interest which the members of the committees take in the work before them; the strictness with which the committees and Board of Directors confine themselves to the program before them; the intelligence with which they comprehend and the good judgment with which they decide and decide promptly on the numerous matters presented and the absence of the haphazard, careless and superficial way in which the affairs of non-business organizations are frequently conducted. But above all, I was surprised to find that the men whom I had looked on as entirely wrapped up in their own business and their own affairs, were devoting their time, their energy and their best ability to civic and social welfare as well as to matters of general business interest to the community. I was not only surprised that these men were devoting their time to community matters, but I was also interested in seeing how the many-sided interests of the Association had widened their viewpoint and broadened their sympathies. My first impression was one of surprise that these men were willing to sacrifice so much of their time and energy to the general good, but my experience has taught me that they take out of the work more than they put in—an enlarged vision and broadened sympathy. Is it not an ideal condition where business and professional men, dreamers and reformers work together in the association, and, becoming interested in all its activities, the altruistic as well as the selfish, are able, through the medium of the association, intelligently to investigate the needs of the community and the requirements of business, and devote their energies and their contributions to solving the problems and producing the desired results. So without conscious planning or expectation on their part, they receive again the bread cast upon the waters in a self-education and a self-development which alone would sufficiently repay their every effort. This is not mere fancy. I have seen these results accruing to those with whom I have been associated, and I can testify from my own experience to receiving these most adequate returns.



# Expected Immigration Results on Pacific Coast

Along the Pacific Coast there appears to be the generally uniform desire that any increased immigration arising from the facilities, shortened journey and decreased expense provided by the completion of the Panama Canal should bring those who will undertake rural work instead of leading to urban congestion. The following article, based upon an inquiry, shows an interesting condition relative to the population elements already found on the Pacific Coast and the recognized opportunity offered by logged-off lands.

**A**N inquiry conducted among business men of the Pacific Coast has elicited some valuable opinions relative to expected immigration. These opinions have national interest in view of the anticipated influences of the Panama Canal upon the destination of the future immigrant stream.

Particular motive for the inquiry was supplied by references that have appeared, relative to so-called undesirable elements flocking into Pacific ports from ships leaving Europe and passing through the Panama Canal.

Furthermore, a rumor which appeared some months ago relative to the supposed booking of hundreds of thousands of immigrants on ships expected to go through the Panama Canal and the sale of tickets to them on the installment plan gave additional reason for ascertaining the facts.

The answers received from Washington, Oregon and California represent replies from the principal lines of business and from men in a position to speak from knowledge relative to public opinion on the Coast.

In the first place there appears to be no ground whatever for the rumor as to advanced bookings of an enormous number of immigrants on the installment plan by steamship companies. The steamship companies themselves have entered a denial. A very thorough inquiry was set on foot by the State Department at Washington through the consuls stationed in all countries of southern Europe. The unvarying answer to the inquiry was that it was impossible to find a single case where a ticket had been sold on the installment plan.

## THE COAST POPULATION

Preliminary to considering the answers received, which show some decided differences of opinion, it is well to consider the character of the population in the Pacific Coast states and the countries from which the population has been brought together. The Pacific Coast states, California, Oregon and Washington, have 861,448 foreign born persons of white parentage, out of a total population of 4,232,204, according to the census of 1910. In other words, the percentage of foreign born persons to the total population, is 20.5 per cent. This percentage is the same as found in the northern states of the United States, and less, by 7.7 per cent, than found in New England. Out of the total of 861,448, 123,644 are Germans, 96,182 Canadians, 76,075 English, 67,648 Irish, and 24,181 Scotch. In other words, Canada, England, Ireland, Scotland and Wales, furnish one-third of the 861,448 and with Germany's 123,644, one-half of the number is accounted for. The entire foreign born population, hailing from southern and eastern Europe, including Russia and Finland, found in the Pacific coast states, numbers 226,487, of which Italy has the most, there being 82,250.

This typical expression has interest: "Apparently the immediate future of the Pacific coast rests with acquiring settlers from the middle and eastern states. The 1910 census clearly indi-

cates that the larger portion of the present population on the Pacific coast came from that section. Taking the Pacific coast states as a whole, we find 130,064 were born in Iowa, 132,071 born in Missouri, which when compared with those born in any one of the European countries indicates quite clearly the superiority in numbers of the American born on the Pacific coast."

Relative to the foreign born population of the Pacific coast, it has been found that the greater number do not come to the Pacific coast direct, but land in the eastern states and find their way to the coast by means of railway and other employment and then finally induce their friends to come from the eastern portion of the country.

## THE EXPECTED IMMIGRATION

Agreement in the correspondence relative to the volume of immigration is so lacking that some expect only slight results by direct immigration, while others anticipate very marked and rapid results; but whatever view is held, it is evident from the replies that the whole subject of the anticipated arrival of additional settlers is arousing earnest thought and consideration.

The point is made in one letter that a Jewish society on the coast is prepared to take care of such of their race as may find it difficult to adjust themselves to new conditions on arrival. In one city it is stated that the charity organization is already at work considering the possibilities of crowded "slum" conditions and endeavoring to obviate this by securing housing legislation in advance of the condition.

With peculiar unanimity the letters protest against the kind of immigrant, no matter from what nation he may come, who thinks only of temporary advantage and occupation and always has in mind the idea of returning to his native land with such savings as he may accumulate. It is felt that this sort of immigration is of doubtful benefit to any part of the country and would be regarded as a calamity if it should be distinctive of the immigration to the Pacific coast. There seems also to be on the Pacific coast a unanimous attitude of favor toward those elements of immigration that were preponderant prior to 1883—the elements from northern European countries. The point made in relation to such immigrants is that our national experience shows them to be nationally assimilable. In Oregon and Washington it is the opinion that southern European immigration would not be exactly adaptable to conditions in those states, while this attitude was not so definitely expressed in California, because of the mixed fruit industry.

## RURAL WORKERS DESIRED

The letters also show unanimity and in many cases, embody vigorous expressions relative to the damage that would come to the Pacific coast, if the expected immigration should only result in increasing the size of the cities.

The great need of the Pacific coast, according to these letters, is in the direction of immigrants who, coming from rural occupations in Europe, will at once turn their attention to rural development on the Pacific coast; for it is realized, particularly in Oregon and Washington, that the great lumbering enterprises which are resulting in the rapid clearance of valley and hillside must be followed by agricultural development in order to maintain for those states the business impetus which has arisen from great clearing operations. It is realized that the cities of the Pacific coast are reasonably well developed. The weakness of the Pacific coast is the failure so far to build up the interior of the country.

Most encouraging results have already been secured from logged-off lands.

"The ability of many immigrants with the minimum of money to enter upon our wild lands and there establish homes, is probably little known, and is responsible in a large measure for the fear held by many of our citizens that the early immigration through the Canal is going to flood our shores with people who will be subjects of charity. This office has within the past four or five years disposed of over 10,000 acres of logged-off lands. Some of those settlers are from Finland, some from Norway and some from Sweden, one from France. One family of seven, five children and the parents, are housed in a two-room building practically all of which was built and hewn from the standing timber on the tract they purchased. We need more families such as these, for they are true pioneers, and we must look to them to open and clear the lands that are now producing nothing and which must be cleared and farmed."

## PRESENT LABOR CONDITIONS

A feature of the letters that is of particular moment to foreign countries and to the eastern portion of this country is that during this winter, so far as cities are concerned, there has been much lack of employment on the Pacific coast. It is stated definitely by some that since the hard times of '94 to '96, there have never been so many idle men actually begging for work as have been seen on the Pacific Coast this winter.

There is a tendency throughout the letters to question the adequacy of the present immigration laws of the nation. An argument in favor of contract labor is expressed in the following terms: "The law of this country which prohibits the bringing in of contract labor is in my opinion subject to severe condemnation. It prevents us from getting the better class of citizens from other countries and makes it impossible to fill the particular needs of any section, or of any enterprise with suitable men. In other words, the effect of this rule is to forbid prudent and wise immigration as well as adequate provision for the immigrant on his arrival here. Of course, the reason for this is that it is supposed to give protection to our own

laborers. It is a wonderful piece of logic that he is protected by the indiscriminate admission of all classes and largely the indolent and worthless. With these he must compete in the most difficult way."

## PESSIMISM

In summing up these letters, there appear some pessimistic statements:

"If there is any way for the Pacific coast to avoid getting an influx of the type of immigrant that has come to the Atlantic coast in the past six or seven years, it would be a most desirable thing to accomplish."

"During a recent trip in the East, an occasion was taken to go down to the lower end of New York City at the time of the arrival of one of the Atlantic steamers and it caused a shudder to see the ignorant class of immigrants arriving from other shores. Some action should be taken to prevent an undesirable element invading this section of the country."

## OPTIMISM

As opposed to these there are many quotable features of an optimistic character, as will be seen by those that follow:

"We have no particular reason to fear immigration. If our State Commissions will take time by the forelock and arrange for the handling of them upon arrival and the placing of these immigrants on cheap, uncleared land on which they can work on long time leases with an option to purchase during the life of the same."

"The first effect of immigration might be troublesome, but the good that will eventually be accomplished through the gradual absorption of the immigrant will result in a great improvement in labor conditions in the northwest."

"The country needs to be settled and anybody who settles upon the land will have no sinecure. Our own people have given up such work. There should not be any apprehension. In time they will assimilate with our people. Such a leaven is necessary to prevent us from going to seed."

"We can secure for the western country after the Canal is opened, an excellent class of men from all over Europe. Every facility should be afforded them to come to this country." This statement gives special point to an idea broached by the Southwest Washington Association in favor of the State, appropriating \$25,000 to \$50,000 a year to organize an Immigration Department, "whose duty it would be not only to send out carefully prepared and correct information about the resources, climate, etc., of this State, but to send capable, energetic and honest representatives to the countries from which we desire immigration, to endeavor to give them the facts and induce them to come to this State. Under this system the work would of course be done in countries from which immigrants would be desirable, and undoubtedly no work at all would be done in countries considered unfavorable."



## Important Limitation

THE Referendum taken by the National Chamber, relative to the Department of Commerce, has given ground for the following announcement by the Secretary of Commerce, appearing in Daily Consular and Trade Reports of March 31.

### ANNOUNCEMENT.

The Secretary of Commerce has recommended to Congress that the free distribution of the Daily Consular and Trade Reports be limited after July 1 next to certain classes which constitute a service of enhanced publicity for the useful trade information in these bulletins. These classes include commercial organizations, trade papers and other newspapers, schools and colleges, libraries, and similar agencies which, in their use of this pamphlet, actively aid the Department of Commerce in its promotive work.

It is proposed to discontinue free distribution to individuals and to firms to which this bulletin is of practical value in the actual sale of their goods abroad. The Superintendent of Documents, at the Government Printing Office, now furnishes the Daily at an annual subscription price of \$2.50; and, after July 1, it is proposed that individuals and firms now on the mailing list who desire this publication be referred to that officer.

This action seems advisable at this time in order to permit the indefinite development of the circulation of the Reports without constantly increasing the cost to the Government. Further, the commercial interests of the country have in many ways expressed approval of plans to place the distribution of such public documents on the basis of subscription and sale. The Chamber of Commerce of the United States of America, representing over 500 commercial organizations in every part of the United States, recently formally approved the proposed plan with respect to the Daily Consular and Trade Reports.

By Referendum No. 5, completed December 23, 1913, the constituent members of the National Chamber voted in favor of the recommendations of the Special Committee on the Department of Commerce; 624 votes being in the affirmative and 3 in the negative. Section I of the Referendum, covering the subject of the Secretary's announcement, embodied the report of the Committee relative to the whole subject of distribution of publications. The Committee's statement in relation to this matter was as follows:

### DISTRIBUTION OF PUBLICATIONS

The Daily Consular and Trade Reports issued by the Bureau of Foreign and Domestic Commerce are distributed free of charge. This, indeed, is true of most of the publications of the bureau. The existing appropriation by Congress permits of the distribution of 20,000 copies annually of the Daily Consular and Trade Reports and the demand for them is far in excess of the supply. A recent request for an increase in the appropriation permitting the distribution of 30,000 copies has not been granted, presumably on the score of economy. This results, however, in discrimination among American business men, some of whom are unable to obtain at first hand for business purposes the information furnished by the Government free to others in the same line of business. It seems to your Committee probable that under the present plan of free distribution the demand should practically at all times exceed the supply; for as the work of the Bureau becomes more effective and better known among business men, the demand is bound to increase at a faster rate than Congress, with the many demands for appropriations made upon it, will be willing to meet by increased appropriations. The information furnished by the Department of Commerce to business men through its publications is of practical and pecuniary value and can be and is turned to profitable uses. Under such circumstances business men, who make use of the information thus furnished may reasonably be called upon to subscribe to these publications at cost, which in the case of the Daily Consular and Trade Reports has been estimated as between \$3 and \$4 a year. In order to do away with discrimination, prevent the wasteful distribution of these publications to persons who apply for them without any real object of making use of them in business and simply on the ground that they

are furnished free, your Committee recommends that the Daily Consular and Trade Reports be furnished free of charge to public officials, libraries and commercial organizations and at practically cost rate to all others who apply for them.

It further recommends that all other reports of the Bureau of Foreign and Domestic Commerce, including special consular reports, commercial agent series, tariff series, etc., should be distributed free of charge to public officials and commercial organizations and at practically cost rate to all others interested in them.

The researches of the Committee convinced them that much waste and discrimination in distribution was avoidable. Their recommendations were therefore based upon a desire for efficiency of circulation, together with such economies as could be most appropriately made. By the vote of the Constituent Members of the Chamber of Commerce of the United States of America, the National Chamber approves the proposed method of distribution.

### New Secretarial Organizations

AT the time of the Second Annual Meeting of the Chamber of Commerce of the United States in February, many Secretaries of National Trade Organizations were in attendance. During the session these Secretaries got together and formulated an organization among themselves for the purpose of increasing their own efficiency and the efficiency of the organizations with which they are identified.

This new Association of Secretaries is patterned after the American Association of Commercial Executives. It is hoped that through interchange of ideas much good can come, not entirely to the Secretaries themselves, but directly to the Organizations which they are serving.

The following extracts from the Constitution define the scope:

#### ARTICLE I.

Sec. 2. Its purpose shall be, through interchange of ideas, mutually to increase the efficiency of its members, to promote the interests of the organizations they represent, and to cooperate with the Chamber of Commerce of the United States of America so far as possible.

#### ARTICLE II.

Sec. 1. Membership shall consist of salaried secretaries (or corresponding executive officer) or regularly organized national or interstate trade organizations of manufacturers or wholesalers.

#### ARTICLE IV.

Sec. 1. There shall be an annual meeting each year in the city of Washington commencing two days prior to the annual meeting of the Chamber of Commerce of the United States of America and there shall be meetings at other times and places in the discretion of the Executive Committee or by action of the organization.

Sec. 2. There shall be an interchange of ideas during these meetings and by correspondence through the office of the Secretary-Treasurer. Beyond such interchange of ideas there shall be no action taken in the name of the organization in furthering any project unless a referendum vote of all of the active members shall have been taken relative to such project resulting in a unanimous vote.

The Executive Committee is made up as follows:

(Chairman) F. F. Fisi, Secretary National Hardwood Lumber Association; (Secretary-Treasurer) Hugh F. Fox, (Secretary of U. S. Brewers' Association; Cudworth Beye, Executive Secretary The National Association of Tanners; Wm. R. Corwine, Secretary National Association of Clothiers; E. W. McCullough, Secretary National Implement & Vehicle Association.

Members of National Trade Organizations would confer a distinct service on the Executive Committee

should they suggest work to be taken up and discussions to be carried on by this Organization of National Trade Secretaries.

### CALIFORNIA SECRETARIES

A State organization of commercial secretaries in California has been brought into existence. The name is the California Association of Commercial Secretaries. The following are its officers: President, Joseph E. Caine, Oakland Commercial Club; First Vice-President, Edwin H. Brown, Sacramento Valley Development Association; Second Vice-President, J. C. Metzger, Santa Ana Chamber of Commerce; Third Vice President, William Robertson, Fresno Chamber of Commerce; Secretary-Treasurer, Wm. Stowe Devol, San Luis Obispo Chamber of Commerce.

In a communication from the Secretary-Treasurer, Mr. Devol, it is stated that one of the first endeavors will be to assist in formulating a course of study for the training of young men and women in the University of California for secretarial and executive positions in commercial bodies. At present plans are being made for a series of lectures at the summer school at Berkeley, the series to be adapted to the needs of those who anticipate secretaryship as well as to the needs of those already occupied in such work.

### PENNSYLVANIA SECRETARIES

TWENTY secretaries gathered in Reading, March 6 and 7, and formed The Pennsylvania Commercial Secretaries' Association with Sherrard Ewing of Reading, as President, and Robert Wadsworth of Harrisburg as Secretary-Treasurer. Assurances were received from 16 other secretaries that they were in thorough sympathy with the movement but were unable to be present.

The topics and the names of those who opened discussions follow:—

Co-operation by Secretaries—Advantages to be Gained.

Sherrard Ewing, Reading.

Membership of Commercial Bodies—Dues and Methods of Collection.

Robert Wadsworth, Harrisburg.

Membership Meetings—Expedients to Retain Members' Interest—Committee Control.

George H. Mosser, Altoona.

Securing New and Developing Existing Industries.

Eugene Weiser, York.

Publicity—Of the Organization—Of the City—Of the State.

G. H. Wanless, Lancaster.

Civic Activities of a Commercial Body—Charity Endorsement—City Planning—Municipal Research—Vocational Education—Housing and Health.

W. H. Hart, Hazleton.

Agricultural Encouragement—Farm Bureaus.

W. S. Millener, Williamsport.

Credit Service to Retailers.

A. M. Howes, Erie.

The most definite step taken by the Pennsylvania meeting was in connection with the subject of bonuses discussed in connection with a paper by Eugene Weiser of York on the topic of "Securing New and Developing Existing Industries." The resolution adopted was as follows:

"That, we are opposed to and condemn the practice of obtaining new industries by offering cash bonuses, or by using any methods other than those in consonance with the basic principles of manufacturing and of conservative banking."

## Holding Companies

ON March 18 Hon. Henry D. Clayton, Chairman of the Committee on Judiciary of the House of Representatives, made public the following tentative bill relative to Holding Companies. At the time of the Annual Meeting no draft of this bill had been seen, therefore discussion of its principles was strictly held to general terms. Its present form will now provide the opportunity for deliberate consideration.

### A BILL

To prohibit unlawful restraint of trade or monopolies in interstate or foreign commerce by corporations through the device of inter-corporate stockholding.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled.*

SEC. 1. That it shall be unlawful for one corporation engaged in interstate or foreign commerce to acquire directly or indirectly, the whole, or any part, of the stock or other share capital of another corporation engaged also in interstate or foreign commerce, where the effect of such acquisition is to eliminate or lessen competition between the corporation whose stock is so acquired and the corporation making the acquisition, or to create a monopoly of any line of trade in any section or community.

SEC. 2. That it shall be unlawful for one corporation to acquire, directly or indirectly, the whole, or any part, of the stock or other share capital of two or more corporations engaged in interstate or foreign commerce, where the effect of such acquisition, or the use of such stock by the voting or granting of proxies, or otherwise, is to eliminate or lessen competition between such corporations, or any of them, whose stock or other share capital is so acquired, or to create a monopoly of any line of trade in any section or community.

SEC. 3. That this Act shall not apply to corporations purchasing such stock solely for investment, and not using the same by voting, or otherwise, to bring about, or in attempting to bring about, the lessening of competition.

SEC. 4. That every violation of this Act shall constitute a misdemeanor punishable by a fine not exceeding \$5,000, or imprisonment not exceeding one year, or both, such fine and imprisonment in the discretion of the court; and any individual, who as officer or director of a corporation, or otherwise, orders, takes action, or participates in carrying out any transaction herein forbidden, shall be held and deemed guilty of a misdemeanor under this section.

SEC. 5. That nothing contained in this Act shall prevent a corporation engaged in interstate or foreign commerce from causing the formation of subsidiary corporations for the actual carrying on of their immediate lawful business, or the natural and legitimate branches thereof, or from owning and holding all, or a part of, the stock of such subsidiary corporations, when the effect of such formation is not to eliminate or lessen a preexisting competition.

SEC. 6. That nothing contained in this Act shall be held to affect or impair any right heretofore legally acquired: *Provided*, That nothing in this section shall make legal stockholding relations between corporations when, and under such circumstances that, such relations constitute violations of the Act approved July second, eighteen hundred and ninety, entitled "An Act to protect trade and commerce against unlawful restraint and monopolies."

### Consolidation

The Civic League of Salem, Mass., which has done excellent work in that community, passed out of existence late in February and its membership became amalgamated with the Salem Board of Trade, the two amalgamated bodies assuming the name of the Salem Chamber of Commerce and Civics. By means of an active membership campaign which concluded in the early days of March the membership of the Salem Chamber of Commerce and Civics is now about eight hundred.



# Expected Immigration Results on Pacific Coast

Along the Pacific Coast there appears to be the generally uniform desire that any increased immigration arising from the facilities, shortened journey and decreased expense provided by the completion of the Panama Canal should bring those who will undertake rural work instead of leading to urban congestion. The following article, based upon an inquiry, shows an interesting condition relative to the population elements already found on the Pacific Coast and the recognized opportunity offered by logged-off lands.

**A**N inquiry conducted among business men of the Pacific Coast has elicited some valuable opinions relative to expected immigration. These opinions have national interest in view of the anticipated influences of the Panama Canal upon the destination of the future immigrant stream.

Particular motive for the inquiry was supplied by references that have appeared, relative to so-called undesirable elements flocking into Pacific ports from ships leaving Europe and passing through the Panama Canal.

Furthermore, a rumor which appeared some months ago relative to the supposed booking of hundreds of thousands of immigrants on ships expected to go through the Panama Canal and the sale of tickets to them on the installment plan gave additional reason for ascertaining the facts.

The answers received from Washington, Oregon and California represent replies from the principal lines of business and from men in a position to speak from knowledge relative to public opinion on the Coast.

In the first place there appears to be no ground whatever for the rumor as to advanced bookings of an enormous number of immigrants on the installment plan by steamship companies. The steamship companies themselves have entered a denial. A very thorough inquiry was set on foot by the State Department at Washington through the consuls stationed in all countries of southern Europe. The unvarying answer to the inquiry was that it was impossible to find a single case where a ticket had been sold on the installment plan.

## THE COAST POPULATION

Preliminary to considering the answers received, which show some decided differences of opinion, it is well to consider the character of the population in the Pacific Coast states and the countries from which the population has been brought together. The Pacific Coast states, California, Oregon and Washington, have 861,448 foreign born persons of white parentage, out of a total population of 4,232,204, according to the census of 1910. In other words, the percentage of foreign born persons to the total population, is 20.5 per cent. This percentage is the same as found in the northern states of the United States, and less, by 7.7 per cent, than found in New England. Out of the total of 861,448, 123,644 are Germans, 96,182 Canadians, 76,075 English, 67,648 Irish, and 24,181 Scotch. In other words, Canada, England, Ireland, Scotland and Wales, furnish one-third of the 861,448 and with Germany's 123,644, one-half of the number is accounted for. The entire foreign born population, hailing from southern and eastern Europe, including Russia and Finland, found in the Pacific coast states, numbers 226,487, of which Italy has the most, there being 82,250.

This typical expression has interest: "Apparently the immediate future of the Pacific coast rests with acquiring settlers from the middle and eastern states. The 1910 census clearly indi-

cates that the larger portion of the present population on the Pacific coast came from that section. Taking the Pacific coast states as a whole, we find 130,064 were born in Iowa, 132,071 born in Missouri, which when compared with those born in any one of the European countries indicates quite clearly the superiority in numbers of the American born on the Pacific coast."

Relative to the foreign born population of the Pacific coast, it has been found that the greater number do not come to the Pacific coast direct, but land in the eastern states and find their way to the coast by means of railway and other employment and then finally induce their friends to come from the eastern portion of the country.

## THE EXPECTED IMMIGRATION

Agreement in the correspondence relative to the volume of immigration is so lacking that some expect only slight results by direct immigration, while others anticipate very marked and rapid results; but whatever view is held, it is evident from the replies that the whole subject of the anticipated arrival of additional settlers is arousing earnest thought and consideration.

The point is made in one letter that a Jewish society on the coast is prepared to take care of such of their race as may find it difficult to adjust themselves to new conditions on arrival. In one city it is stated that the charity organization is already at work considering the possibilities of crowded "slum" conditions and endeavoring to obviate this by securing housing legislation in advance of the condition.

With peculiar unanimity the letters protest against the kind of immigrant, no matter from what nation he may come, who thinks only of temporary advantage and occupation and always has in mind the idea of returning to his native land with such savings as he may accumulate. It is felt that this sort of immigration is of doubtful benefit to any part of the country and would be regarded as a calamity if it should be distinctive of the immigration to the Pacific coast. There seems also to be on the Pacific coast a unanimous attitude of favor toward those elements of immigration that were preponderant prior to 1883—the elements from northern European countries. The point made in relation to such immigrants is that our national experience shows them to be nationally assimilable. In Oregon and Washington it is the opinion that southern European immigration would not be exactly adaptable to conditions in those states, while this attitude was not so definitely expressed in California, because of the mixed fruit industry.

## RURAL WORKERS DESIRED

The letters also show unanimity and in many cases, embody vigorous expressions relative to the damage that would come to the Pacific coast, if the expected immigration should only result in increasing the size of the cities.

The great need of the Pacific coast, according to these letters, is in the direction of immigrants who, coming from rural occupations in Europe, will at once turn their attention to rural development on the Pacific coast; for it is realized, particularly in Oregon and Washington, that the great lumbering enterprises which are resulting in the rapid clearance of valley and hillside must be followed by agricultural development in order to maintain for those states the business impetus which has arisen from great clearing operations. It is realized that the cities of the Pacific coast are reasonably well developed. The weakness of the Pacific coast is the failure so far to build up the interior of the country.

Most encouraging results have already been secured from logged-off lands.

"The ability of many immigrants with the minimum of money to enter upon our wild lands and there establish homes, is probably little known, and is responsible in a large measure for the fear held by many of our citizens that the early immigration through the Canal is going to flood our shores with people who will be subjects of charity. This office has within the past four or five years disposed of over 10,000 acres of logged-off lands. Some of those settlers are from Finland, some from Norway and some from Sweden, one from France. One family of seven, five children and the parents, are housed in a two-room building practically all of which was built and hewn from the standing timber on the tract they purchased. We need more families such as these, for they are true pioneers, and we must look to them to open and clear the lands that are now producing nothing and which must be cleared and farmed."

## PRESENT LABOR CONDITIONS

A feature of the letters that is of particular moment to foreign countries and to the eastern portion of this country is that during this winter, so far as cities are concerned, there has been much lack of employment on the Pacific coast. It is stated definitely by some that since the hard times of '94 to '96, there have never been so many idle men actually begging for work as have been seen on the Pacific Coast this winter.

There is a tendency throughout the letters to question the adequacy of the present immigration laws of the nation. An argument in favor of contract labor is expressed in the following terms: "The law of this country which prohibits the bringing in of contract labor is in my opinion subject to severe condemnation. It prevents us from getting the better class of citizens from other countries and makes it impossible to fill the particular needs of any section, or of any enterprise with suitable men. In other words, the effect of this rule is to forbid prudent and wise immigration as well as adequate provision for the immigrant on his arrival here. Of course, the reason for this is that it is supposed to give protection to our own

laborers. It is a wonderful piece of logic that he is protected by the indiscriminate admission of all classes and largely the indolent and worthless. With these he must compete in the most difficult way."

## PESSIMISM

In summing up these letters, there appear some pessimistic statements:

"If there is any way for the Pacific coast to avoid getting an influx of the type of immigrant that has come to the Atlantic coast in the past six or seven years, it would be a most desirable thing to accomplish."

"During a recent trip in the East, an occasion was taken to go down to the lower end of New York City at the time of the arrival of one of the Atlantic steamers and it caused a shudder to see the ignorant class of immigrants arriving from other shores. Some action should be taken to prevent an undesirable element invading this section of the country."

## OPTIMISM

As opposed to these there are many quotable features of an optimistic character, as will be seen by those that follow:

"We have no particular reason to fear immigration. If our State Commissions will take time by the forelock and arrange for the handling of them upon arrival and the placing of these immigrants on cheap, uncleared land on which they can work on long time leases with an option to purchase during the life of the same."

"The first effect of immigration might be troublesome, but the good that will eventually be accomplished through the gradual absorption of the immigrant will result in a great improvement in labor conditions in the northwest."

"The country needs to be settled and anybody who settles upon the land will have no sinecure. Our own people have given up such work. There should not be any apprehension. In time they will assimilate with our people. Such a heaven is necessary to prevent us from going to seed."

"We can secure for the western country after the Canal is opened, an excellent class of men from all over Europe. Every facility should be afforded them to come to this country." This statement gives special point to an idea broached by the Southwest Washington Association in favor of the State, appropriating \$25,000 to \$50,000 a year to organize an Immigration Department, "whose duty it would be not only to send out carefully prepared and correct information about the resources, climate, etc., of this State, but to send capable, energetic and honest representatives to the countries from which we desire immigration, to endeavor to give them the facts and induce them to come to this State. Under this system the work would of course be done in countries from which immigrants would be desirable, and undoubtedly no work at all would be done in countries considered unfavorable."



## Important Limitation

THE Referendum taken by the National Chamber, relative to the Department of Commerce, has given ground for the following announcement by the Secretary of Commerce, appearing in Daily Consular and Trade Reports of March 31.

### ANNOUNCEMENT.

The Secretary of Commerce has recommended to Congress that the free distribution of the Daily Consular and Trade Reports be limited after July 1 next to certain classes which constitute a service of enhanced publicity for the useful trade information in these bulletins. These classes include commercial organizations, trade papers and other newspapers, schools and colleges, libraries, and similar agencies which, in their use of this pamphlet, actively aid the Department of Commerce in its promotive work.

It is proposed to discontinue free distribution to individuals and to firms to which this bulletin is of practical value in the actual sale of their goods abroad. The Superintendent of Documents, at the Government Printing Office, now furnishes the Daily at an annual subscription price of \$2.50; and, after July 1, it is proposed that individuals and firms now on the mailing list who desire this publication be referred to that officer.

This action seems advisable at this time in order to permit the indefinite development of the circulation of the Reports without constantly increasing the cost to the Government. Further, the commercial interests of the country have in many ways expressed approval of plans to place the distribution of such public documents on the basis of subscription and sale. The Chamber of Commerce of the United States of America, representing over 500 commercial organizations in every part of the United States, recently formally approved the proposed plan with respect to the Daily Consular and Trade Reports.

By Referendum No. 5, completed December 23, 1913, the constituent members of the National Chamber voted in favor of the recommendations of the Special Committee on the Department of Commerce; 624 votes being in the affirmative and 3 in the negative. Section I of the Referendum, covering the subject of the Secretary's announcement, embodied the report of the Committee relative to the whole subject of distribution of publications. The Committee's statement in relation to this matter was as follows:

### DISTRIBUTION OF PUBLICATIONS

The Daily Consular and Trade Reports issued by the Bureau of Foreign and Domestic Commerce are distributed free of charge. This, indeed, is true of most of the publications of the bureau. The existing appropriation by Congress permits of the distribution of 20,000 copies annually of the Daily Consular and Trade Reports and the demand for them is far in excess of the supply. A recent request for an increase in the appropriation permitting the distribution of 30,000 copies has not been granted, presumably on the score of economy. This results, however, in discrimination among American business men, some of whom are unable to obtain at first hand for business purposes the information furnished by the Government free to others in the same line of business. It seems to your Committee probable that under the present plan of free distribution the demand should practically at all times exceed the supply; for as the work of the Bureau becomes more effective and better known among business men, the demand is bound to increase at a faster rate than Congress, with the many demands for appropriations made upon it, will be willing to meet by increased appropriations. The information furnished by the Department of Commerce to business men through its publications is of practical and pecuniary value and can be and is turned to profitable uses. Under such circumstances business men, who make use of the information thus furnished may reasonably be called upon to subscribe to these publications at cost, which in the case of the Daily Consular and Trade Reports has been estimated as between \$3 and \$4 a year. In order to do away with discrimination, prevent the wasteful distribution of these publications to persons who apply for them without any real object of making use of them in business and simply on the ground that they

are furnished free, your Committee recommends that the Daily Consular and Trade Reports be furnished free of charge to public officials, libraries and commercial organizations and at practically cost rate to all others who apply for them.

It further recommends that all other reports of the Bureau of Foreign and Domestic Commerce, including special consular reports, commercial agent series, tariff series, etc., should be distributed free of charge to public officials and commercial organizations and at practically cost rate to all others interested in them.

The researches of the Committee convinced them that much waste and discrimination in distribution was avoidable. Their recommendations were therefore based upon a desire for efficiency of circulation, together with such economies as could be most appropriately made. By the vote of the Constituent Members of the Chamber of Commerce of the United States of America, the National Chamber approves the proposed method of distribution.

### New Secretarial Organizations

AT the time of the Second Annual Meeting of the Chamber of Commerce of the United States in February, many Secretaries of National Trade Organizations were in attendance. During the session these Secretaries got together and formulated an organization among themselves for the purpose of increasing their own efficiency and the efficiency of the organizations with which they are identified.

This new Association of Secretaries is patterned after the American Association of Commercial Executives. It is hoped that through interchange of ideas much good can come, not entirely to the Secretaries themselves, but directly to the Organizations which they are serving.

The following extracts from the Constitution define the scope:

#### ARTICLE I.

Sec. 2. Its purpose shall be, through interchange of ideas, mutually to increase the efficiency of its members, to promote the interests of the organizations they represent, and to cooperate with the Chamber of Commerce of the United States of America so far as possible.

#### ARTICLE II.

Sec. 1. Membership shall consist of salaried secretaries (or corresponding executive officer) or regularly organized national or interstate trade organizations of manufacturers or wholesalers.

#### ARTICLE IV.

Sec. 1. There shall be an annual meeting each year in the city of Washington commencing two days prior to the annual meeting of the Chamber of Commerce of the United States of America and there shall be meetings at other times and places in the discretion of the Executive Committee or by action of the organization.

Sec. 2. There shall be an interchange of ideas during these meetings and by correspondence through the office of the Secretary-Treasurer. Beyond such interchange of ideas there shall be no action taken in the name of the organization in furthering any project unless a referendum vote of all of the active members shall have been taken relative to such project resulting in a unanimous vote.

The Executive Committee is made up as follows:

(Chairman) F. F. Fisk, Secretary National Hardwood Lumber Association; (Secretary-Treasurer) Hugh F. Fox, Secretary of U. S. Brewers' Association; Cudworth Beye, Executive Secretary The National Association of Tanners; Wm. R. CorWine, Secretary National Association of Clothiers; E. W. McCullough, Secretary National Implement & Vehicle Association.

Members of National Trade Organizations would confer a distinct service on the Executive Committee

should they suggest work to be taken up and discussions to be carried on by this Organization of National Trade Secretaries.

### CALIFORNIA SECRETARIES

A State organization of commercial secretaries in California has been brought into existence. The name is the California Association of Commercial Secretaries. The following are its officers: President, Joseph E. Caine, Oakland Commercial Club; First Vice-President, Edwin H. Brown, Sacramento Valley Development Association; Second Vice-President, J. C. Metzger, Santa Ana Chamber of Commerce; Third Vice-President, William Robertson, Fresno Chamber of Commerce; Secretary-Treasurer, Wm. Stowe Devol, San Luis Obispo Chamber of Commerce.

In a communication from the Secretary-Treasurer, Mr. Devol, it is stated that one of the first endeavors will be to assist in formulating a course of study for the training of young men and women in the University of California for secretarial and executive positions in commercial bodies. At present plans are being made for a series of lectures at the summer school at Berkeley, the series to be adapted to the needs of those who anticipate secretaryship as well as to the needs of those already occupied in such work.

### PENNSYLVANIA SECRETARIES

TWENTY secretaries gathered in Reading, March 6 and 7, and formed The Pennsylvania Commercial Secretaries' Association with Sherrard Ewing of Reading, as President, and Robert Wadsworth of Harrisburg as Secretary-Treasurer. Assurances were received from 16 other secretaries that they were in thorough sympathy with the movement but were unable to be present.

The topics and the names of those who opened discussions follow:—

Co-operation by Secretaries—Advantages to be Gained.

Sherrard Ewing, Reading.

Membership of Commercial Bodies—Dues and Methods of Collection.

Robert Wadsworth, Harrisburg. Membership Meetings—Expedients to Retain Members' Interest—Committee Control.

George H. Mosser, Altoona. Securing New and Developing Existing Industries.

Eugene Weiser, York. Publicity—Of the Organization—Of the City—Of the State.

G. H. Wanless, Lancaster. Civic Activities of a Commercial Body—Charity Endorsement—City Planning—Municipal Research—Vocational Education—Housing and Health.

W. H. Hart, Hazleton. Agricultural Encouragement—Farm Bureaus.

W. S. Millener, Williamsport. Credit Service to Retailers.

A. M. Howes, Erie.

The most definite step taken by the Pennsylvania meeting was in connection with the subject of bonuses discussed in connection with a paper by Eugene Weiser of York on the topic of "Securing New and Developing Existing Industries." The resolution adopted was as follows:

"That, we are opposed to and condemn the practice of obtaining new industries by offering cash bonuses, or by using any methods other than those in consonance with the basic principles of manufacturing and of conservative banking."

## Holding Companies

ON March 18 Hon. Henry D. Clayton, Chairman of the Committee on Judiciary of the House of Representatives, made public the following tentative bill relative to Holding Companies. At the time of the Annual Meeting no draft of this bill had been seen, therefore discussion of its principles was strictly held to general terms. Its present form will now provide the opportunity for deliberate consideration.

### A BILL

To prohibit unlawful restraint of trade or monopolies in interstate or foreign commerce by corporations through the device of inter-corporate stockholding.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled.*

SEC. 1. That it shall be unlawful for one corporation engaged in interstate or foreign commerce to acquire directly or indirectly, the whole, or any part, of the stock or other share capital of another corporation engaged also in interstate or foreign commerce, where the effect of such acquisition is to eliminate or lessen competition between the corporation whose stock is so acquired and the corporation making the acquisition, or to create a monopoly of any line of trade in any section or community.

SEC. 2. That it shall be unlawful for one corporation to acquire, directly or indirectly, the whole, or any part, of the stock or other share capital of two or more corporations engaged in interstate or foreign commerce, where the effect of such acquisition, or the use of such stock by the voting or granting of proxies, or otherwise, is to eliminate or lessen competition between such corporations, or any of them, whose stock or other share capital is so acquired, or to create a monopoly of any line of trade in any section or community.

SEC. 3. That this Act shall not apply to corporations purchasing such stock solely for investment, and not using the same by voting, or otherwise, to bring about, or in attempting to bring about, the lessening of competition.

SEC. 4. That every violation of this Act shall constitute a misdemeanor punishable by a fine not exceeding \$5,000, or imprisonment not exceeding one year, or both, such fine and imprisonment in the discretion of the court; and any individual, who as officer or director of a corporation, or otherwise, orders, takes action, or participates in carrying out any transaction herein forbidden, shall be held and deemed guilty of a misdemeanor under this section.

SEC. 5. That nothing contained in this Act shall prevent a corporation engaged in interstate or foreign commerce from causing the formation of subsidiary corporations for the actual carrying on of their immediate lawful business, or the natural and legitimate branches thereof, or from owning and holding all, or a part of, the stock of such subsidiary corporations, when the effect of such formation is not to eliminate or lessen a preexisting competition.

SEC. 6. That nothing contained in this Act shall be held to affect or impair any right heretofore legally acquired: *Provided*, That nothing in this section shall make legal stockholding relations between corporations when, and under such circumstances that, such relations constitute violations of the Act approved July second, eighteen hundred and ninety, entitled "An Act to protect trade and commerce against unlawful restraint and monopolies."

## Consolidation

The Civic League of Salem, Mass., which has done excellent work in that community, passed out of existence late in February and its membership became amalgamated with the Salem Board of Trade, the two amalgamated bodies assuming the name of the Salem Chamber of Commerce and Civics. By means of an active membership campaign which concluded in the early days of March the membership of the Salem Chamber of Commerce and Civics is now about eight hundred.



# Some Matters of Interest in Organization Work

**B**y request, E. H. Hyman, General Secretary of the Chamber of Commerce of Macon, Georgia, has furnished some details of the very unusual membership campaign which was carried to success in that city. Mr. Hyman has expressed willingness to correspond with any secretaries who may be interested in the plan. The campaign is stated to have raised the membership of the Chamber from seventy-seven to seven hundred in ten days. Mr. Hyman states: "Our campaign was managed by two generals, each in charge of ten teams; each team consisted of ten members, one member acting as captain. The rivalry was great; the results greater. The Board of Directors as a whole, with the officers, acted as campaign managers. The Secretary was man of all work."

Our publicity campaign consisted of large posters on bill boards and plenty of newspaper work and cross-fire letters from members of the organization to citizens that were not members. Having done all this preliminary work in a very thorough way, we were ready for the battle.

To arouse interest in the campaign, a large night parade with red torch-light illumination was inaugurated. Each firm that was a member of the Chamber of Commerce had all its employees and the heads of the business march, in a body, carrying banners of designation. The Street Railway Company also joined in the parade and had floats on flat cars decorated with electric lights. By marching along the street car tracks current was secured for the electric lights.

The parade was followed by a big mass meeting at the City Auditorium. The next morning we found, as the first fruits of the campaign, that we had gained over one hundred members in a single night. The next evening we had a banquet for the teams, and then the real hard work began in earnest. After ten days we found out that we had gained over seven hundred members. Each day we gave a lunch to the teams and recorded their reports on a black-board made for the purpose."

## SOME GENERAL SUGGESTIONS

Mr. Hyman has accompanied this statement with some features of general advice relative to membership campaigns. He makes the point that a membership campaign to be carried on in an aggressive manner must be well laid out and shaped up with complete working plans weeks before it is intended to set the campaign in motion. The Secretary must know the members of his organization thoroughly enough to select only such men on committees as will work faithfully and keep up the spirit of enthusiasm until the effort is concluded.

In addition, Mr. Hyman lays special stress on the work of the publicity committee and says: "It is upon this committee that the great task of making the campaign a complete success rests. Carefully prepared newspaper stories of the work of the organization must be written with a ring of progress to them. They should appear daily in the press. These stories should especially dwell upon the fact that building a city is not one man's job or one set of men's job, but all citizens must take a hand in the work. This committee should also prepare daily report blanks and all stationery used in connection with the campaign. There should also be prepared a small book of accomplishments by the or-

ganization within the past three years. A list of prospective members should be printed in a folder, size of which can easily be carried in the pocket. The annual report of the secretary, showing what the organization has accomplished, and the audit report should be printed in book form for distribution. Badges and buttons should be provided so that during the week every member of the organization could be singled out of a crowd on short notice. Large posters should be prepared for the bill boards. Window cards should be given to the merchants to display only where they are members."

Further elaborating on the work of the Committee on Proposed Membership, Mr. Hyman lays special stress upon a card index of citizens in all walks of life who are eligible. This card index, made out in duplicate, would, at the time of the active campaign, be divided, one copy going to the member or team soliciting, and the other remaining in the office files in order to keep a complete record of each and every person. An especially strong feature of Mr. Hyman's campaign is the series of preliminary letters intended to arouse each possible member to a realization of what the organization means to him and to his city. Some of these letters are of the cross-fire kind—letters written by members on personal paper to non-members.

## What a Chamber Does

**I**N the Official Bulletin of the Rochester Chamber of Commerce appears a very brief statement of "What the Chamber Does." It is so condensed as to be of peculiar value and suggestiveness.

"To make Rochester the best city in which to live and do business is the aim and desire of the Rochester Chamber of Commerce. It is a bureau of service for the merchant, the manufacturer, and the citizen.

The problems of city life are so interwoven that a business man finds himself compelled to take an interest in many things that do not seem to come within the scope of his everyday work. Therefore, the activities of the Rochester Chamber of Commerce are so broad and inclusive as to touch nearly every endeavor that affects directly or indirectly the welfare of the city.

The work of the Chamber is handled largely by committees appointed annually by the President. This work may be divided into three classes:

1st, That which pertains to the promotion and advancement of the business interests of the city.

2nd, That which pertains to municipal affairs, as they affect the business interests.

3rd, That which pertains to social betterment and indirectly affects business interests.

## THE THREE CLASSES.

In the first class comes the large work of the Rochester Chamber of Commerce. For what is more vital to its membership than the promotion of the trade of the city for its retailers, jobbers and manufacturers. It aims to develop its means of transportation, both by rail and water. It endeavors to extend the scope of its influence by enlarging its membership and improving the opportunities of its members by widening their acquaintance.

In the second class, its activity follows municipal affairs, legislation, finance, good roads and traffic conditions.

In the third class, it has in the past fostered and launched the United

Charities; it has surveyed the clothing industry of the city; through its Accident Prevention, Fire Prevention and Public Health Committees, it has done much to bring about improved conditions; it endeavors to lessen the nuisance of smoke; to assist in the development of a beautiful and extensive park system; to survey and make practical suggestions in the matter of commercial and industrial education, and to present through its sons of Members Committee, a view of the industrial development of Rochester to the young men who are coming up to take the places of the present members of the Chamber.

## THE SUMMING UP.

In a word, the Rochester Chamber of Commerce endeavors to be the servant of the merchant, the jobber, the manufacturer, and the citizen, and in so doing, has lent its aid to every good cause whose end is promoting the welfare of the whole city.

## Traffic Bureaus

**T**RAFFIC Bureaus are becoming more favored as adjuncts to commercial organization efforts. They attend to the quotation of rates, the checking of freight bills, making claims for overcharges, and securing better rates for industries wherever possible. In many cases these traffic bureaus act in the capacity of a traffic manager for each individual concern supporting the Bureau and as far as possible handle all details surrounding the traffic work of industrial concerns.

As an indication of the perfection of detail possible in a traffic bureau it is proper to point to what the Association of Commerce of Chicago has accomplished, for it regards the work of its Traffic Department as one of the improved achievements of the year. We quote:

"Our Freight Traffic Department has been busy this year in matters of traffic and transportation. The activities of this department, while somewhat routine, are always important. The package car or 'way to ship' service established by this department of the Association on an original plan has continued to grow in importance and efficiency. We now have from 1800 to 1900 daily package cars leaving Chicago for all parts of the country. The service is unique in that the best and quickest route only is recommended and the service to each individual shipping point in the entire territory served is carefully and individually worked out. Our package cars now reach the point of ultimate transfer much quicker than formerly, the average saving in time being from five to ten days. In many points in several states the package car schedule and service is now equal to the service rendered by express companies, and the average time for delivery is three or four days in many sections, where the former average was from two to three weeks."

Traffic Bureaus are reported as having been established during the past year by the Board of Trade of Jacksonville, Florida; the Chamber of Commerce of Jackson, Michigan; the Chamber of Commerce of Macon, Georgia; and the Chamber of Commerce of Beaumont, Texas.

## Vigorous Work in Texas

**T**HE Texas Commercial Secretaries and Business Men's Association has just put out its annual fiscal report for 1913. It takes the opportunity to set forth the prog-

ress that has been made in its work between 1908 and 1913. As this whole story is significant of its working toward a definite end, some mention of the statistics will be suggestive to state organizations in other parts of the country.

In 1908 the Texas Commercial Secretaries and Business Association had fourteen members; its income was \$11,360. In 1909 its income was \$8,979, with a membership of fifteen clubs; in 1910 it was \$24,366 with twenty-four clubs; in 1911 \$36,352 with one hundred and one clubs; in 1912 \$48,995 with one hundred and one clubs; in 1913 \$58,361 with a membership of 136 clubs.

The total expenditures which have been made by this organization since the beginning of its work, amount to the impressive figure of \$192,839. Included in the figure is an expenditure of \$25,665 for plate matter. In this direction the work of the Association has been most systematic among the papers of Texas, the main object of the plate matter being to inform Texas relative to itself. The Association has spent nearly \$20,000 in postage and about the same amount in stationery and printing. Over \$10,000 has been spent in traveling expenses.

One definite purpose of the Association has been in the direction of "fewer laws—better laws." The work with legislation, however, has been merely an item in the general constructive stimulus that it has exerted in the great state. Cartoons, news letters, plate matter, anything and everything that could be devised to arouse the state to a knowledge of itself has been put out regularly and effectively.

In its latest issue of plate matter, is a cartoon showing Texas cutting off 50,000 bales from its 5,000,000 bale cotton crop and giving this small portion to the Texas cotton manufacturer. In the same picture is an English spinner offering to take the balance and ship it back to America in the form of clothes.

## Country Organization

**I**N Rural School Letter 6, put out by the Bureau of Education in the Department of the Interior, W. H. Smith, Rural School 5, of Jackson, Miss., says this relative to "Organizing a Country Community":

The country-life problem is primarily one of community organization. The great rural need is an organization in each community that will include the whole interest and enlist the united energy of the people.

The aims of such an organization may be stated as follows:

FIRST: TO INCREASE PRODUCTION, (1) through improved methods of cultivation; (2) by diversification; (3) by seed selection; (4) by conservation of soil and other natural resources.

SECOND: TO INCREASE PROFITS, (1) by cooperative marketing; (2) by cooperative manufacture; (3) by cooperative use of improved implements; (4) by preventing waste; (5) by providing cheap working capital through rural credit associations.

THIRD: TO INCREASE THE LENGTH OF HUMAN LIFE, (1) through nutritious food; (2) by sanitary, comfortable, and attractive houses; (3) by education, study, investigation, demonstration; (4) by community efforts for normal and mental progress; (5) by the use of modern conveniences in the home; (6) through religious and social efforts.